"All the News
That's Fit to Print"

The New York Times

THE WEATHER
Today, cloudy, breezy, humid, high 82. **Tonight,** cloudy, humid, thunderstorms, low 73. **Tomorrow,** cloudy, humid, showers and thunderstorms, high 83. Weather map, Page 20.

VOL. CLXXV . . . No. 60,964
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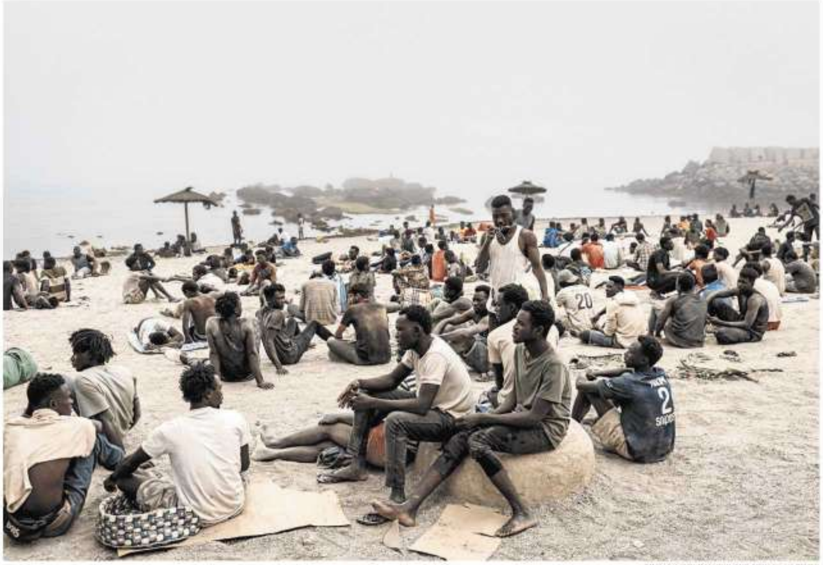
SUNDAY, AUGUST 2, 2026

Prices in Canada may be higher $6.00



FINBARR O'REILLY FOR THE NEW YORK TIMES

Migrants waited on a beach for assistance on Saturday after a sudden exodus from Morocco. At least 67 people died in the chaos.

How a Leading Law Firm Stopped Fighting Trump

At Paul Weiss, Pursuit of Corporate Work Clashed With Proud Activist History

By MICHAEL S. SCHMIDT and JESSICA SILVER-GREENBERG

On his desk at the law firm Paul Weiss, Brad Karp keeps a framed picture of a young girl and her father embracing after they had been separated at the border by the immigration policies of the first Trump administration. It is a reminder of one of the firm's proudest moments — when Mr. Karp, as chairman, led its lawyers to fight the administration in court and undertake the painstaking work to reunite ffamilies.

"It was a call to arms," Mr. Karp said later.

But two months into the second Trump administration, when the president came for Paul Weiss with an executive order imposing crippling sanctions, Mr. Karp did not just lay down arms. He rushed to the White House to surrender.

The legal and political worlds were shocked. Paul Weiss was a titan in the legal business, known for its stable of elite litigators and for its history of standing up to the government and championing progressive causes going back to the civil rights movement. But sitting in the Oval Office in March 2025, Mr. Karp bent without a fight to an executive order that was widely seen as illegal.

Four law firms that fought similar executive orders won quick injunctions from incensed judges, making Paul Weiss's capitulation particularly consequential for President Trump's retribution campaign against an array of perceived enemies. Eight other firms followed Paul Weiss in making deals with the White House, agreeing to perform a total of nearly $1 billion in free legal work for causes Mr. Trump supported.

"They're just saying, 'Where do I sign?'" Mr. Trump bragged. "No one can believe it."

But behind the public disbelief was a deeper story of an institution that had slowly come loose from its roots. That story, pieced together in a New York Times investigation, reveals that Paul Weiss's bow to the White House was the culmination of a reordering of power and finances behind the scenes at the firm for years.

The shift had begun when Mr. Karp decided years earlier to develop a more robust corporate practice alongside Paul Weiss's litigation work. The wealthy firm became even wealthier, partly by riding the growth of private equity and the lucrative legal work generated by the rapid buying and selling of companies.

But the Times reporting, based on extensive interviews with current and former lawyers at the firm, access to internal documents and communications, and detailed accounts of firm meetings, shows there was a cost. The pursuit of Wall Street business in service of higher profits per partner — a key metric for law firms — was at odds with its social justice principles. When Mr. Trump took aim at Paul Weiss, in part because of its activist history, the firm's long-simmering identity crisis became an existential crisis.

At the center of the conflict were two dominant and very different figures — Mr. Karp and Scott Barshay, whom Mr. Karp had hired to supercharge the corporate practice.

Mr. Karp, described by colleagues as the consummate people pleaser, sometimes to a fault, tried to keep happy both the socially conscious litigators and the increasing crop of corporate lawyers. Mr. Barshay, the colleagues say, is a driven dealmaker, aggressive to the point of being abra-

Continued on Page 14

JOSHUA BRIGHT FOR THE NEW YORK TIMES

Brad Karp, former chairman of Paul Weiss. The firm took on the first Trump administration.

The Brief, Puzzling Surge Into a Spanish Enclave

50,000 From Morocco Overwhelm Ceuta, a City of 84,000

By JASON HOROWITZ

CEUTA, Spain — Like so many others in Morocco, Mohammed Ahmidho saw on his social media feeds early Thursday that the heavily guarded border his country shared with the Spanish territory of Ceuta was open.

Soon enough, he joined a crowd in the tens of thousands, many of whom were astonished to see Moroccan police urge them, as he recalled, to "come to Spain." Some climbed over the fence, as he did, or dove through holes in the chain-link, or swam across the maritime border. Some wore wet suits, sometimes kicking with flippers, or floated to the Spanish coast in orange life preservers, pink inflatable doughnuts around their waists. At least 67 people died in the mayhem.

"A lot of people came," said Mr. Ahmidho, 37. "A lot."

He was among roughly 50,000 people who crossed the border into a Spanish city of only 84,000 residents on Thursday and early Friday, according to the Spanish interior ministry. That was a more intense surge than in any equivalent period during the peak of the European migration crisis in 2015.

By Friday morning, the city looked like the emergency that Europe has been trying to avoid since that era of mass migration 11

Continued on Page 10

G.O.P. ABOUT-FACE ON MILITARY I.V.F.

Bid to Expand Access to Treatments Is Killed

By ANNIE KARNI

WASHINGTON — Republicans in Congress have quietly blocked a proposal to expand military health coverage of in vitro fertilization treatment for service members and their families, heeding the calls of anti-abortion groups to limit access to a fertility option that President Trump vowed to make more widely available.

The move is a shift from previous years, when there was enough bipartisan support for the idea of broadening the availability of I.V.F. for members of the military that it was included in the annual defense bill that passed both the House and Senate. Speaker Mike Johnson later stripped it out in final negotiations before the legislation became law, but the provision's initial inclusion indicated that the vast majority of Republicans had been willing to accept it.

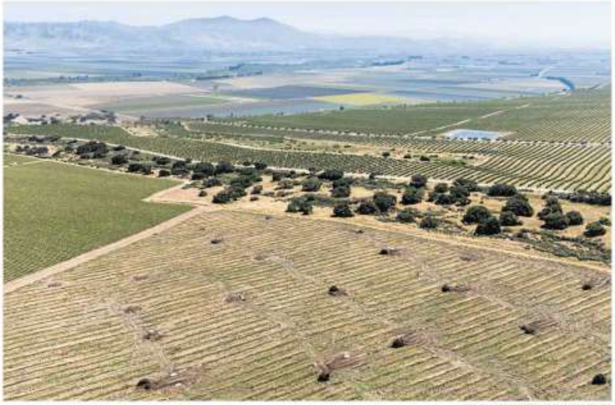
This year, Republican senators banded together to bar the measure from being added to the defense bill in the first place. It illustrated how, while many G.O.P. members of Congress have said they are in favor of I.V.F. access, they have managed behind the scenes to thwart legislative efforts to ensure it.

During a closed-door meeting of the Senate Armed Services Committee earlier this summer to draft the defense bill, all 14 Republican senators voted against adding the I.V.F. coverage provision, offered by Senator Tammy Duckworth, Democrat of Illinois.

The military currently covers the treatments only for active-duty service members whose infertility was caused by an injury or illness sustained in the line of duty. Ms. Duckworth's proposal would make it available to other service members and their families.

Its outright defeat was a stark turnabout from last year, when the Republican-led panel allowed Ms. Duckworth's proposal to be added by a voice vote, in which senators do not go on the record with a position but unanimous support is assumed. The defense bill then passed the Senate and the House with the language included, though Mr. Johnson later intervened to remove it, the second year in a row he had done so.

Continued on Page 18



NIC COURY FOR THE NEW YORK TIMES

So much wine has gone unsold in California that vineyards are ripping out and burning the vines.

Vintners Are Tearing Out Their Hair, and Vines

California Hit as Wine Sales Plummet

By SOUMYA KARLAMANGLA

SOLEDAD, Calif. — In California, a place famous around the world for its viticulture, winemakers produced less wine last year than at any point in the last quarter century. It's often cheaper to let grapes rot on the vine than to harvest them because so many unsold bottles clog the shelves of storerooms and wine shops.

So on a sunny morning in Soledad, Calif., in a valley made famous by the author John Steinbeck, Jason Smith acquiesced to simple economics.

A worker unceremoniously drove a tractor and ripped out Mr. Smith's pinot noir grapes from the ground. Another set fire to the wooden posts that for years had propped up the vines. And Mr. Smith leaned against his white Suburban, under the shade of a coastal oak, watching one of his pinot vineyards go up in smoke.

He had decided to sell all of his land and shut down his family business, which had survived for 51 years. "There's literally no way for me to make money," Mr. Smith, 57, said.

Nationwide, wine sales are at their lowest level in more than two decades, as people drink less amid growing public health warnings that alcohol is unhealthy. Sales have also suffered as many younger drinkers have found traditional wines stodgy and difficult to understand, and preferred canned cocktails, seltzers and nonalcoholic beers and spirits.

In California, which produces about 80 percent of the nation's wines, pinot noir perhaps best illustrates the industry's recent boom-and-bust history.

The light-bodied wine originally from France's Burgundy region was once less popular among average wine drinkers here than reds such as cabernet sauvignon and merlot. Then came the 2004 movie "Sideways," which starred

Continued on Page 13

Space Junk Comes in Pieces, Posing a Threat to Earthlings

Flaming Debris Hitting Homes and Farms

By SELAM GEBREKIDAN

HONG KONG — One December afternoon, the sky tore open and a fiery hunk of metal, wider than a school bus, came hurtling down.

It was louder than a thunderclap when it plunged into a patch of farmland, startling everyone in the village of Mukuku, about three hours south of Nairobi, Kenya.

"People were thinking this is the end of the world," said John Mukunuu, who lives nearby.

When the villagers arrived, they found a giant ring, taller than a man and heavier than a horse, lodged into the earth. They watched it cool from a glowing ember to a dull gray. They guarded it, taking the occasional selfie, until officials from the capital swarmed the village.

The ring had once connected parts of a rocket. It was supposed to have burned up on its return to Earth.

"This is an isolated event," the Kenya Space Agency said in early 2025.

Not exactly.

More space debris is raining down on Earth than ever before — one effect of the frenetic race among governments and companies like SpaceX to reign over the skies.

Last year, the U.S. Space Force issued alerts for nearly 820 objects entering the Earth's atmosphere. The government issued alerts for 110 objects a decade ago.

"The re-entries happen each and every day," said Mariusz Slonina, who heads space situational awareness operations for the Polish Space Agency. Huge objects weighing a metric ton or more arrive about once a week, he said.

Much of the debris incinerates in the atmosphere or splashes into the Pacific, but when it does not, it plummets to the ground, uncontrolled and unpredictable.

The more objects humans launch into orbit, the more debris they will have to dodge on Earth. More than 300 rockets launched last year, nearly four times as many as a decade ago. That means many more bits and spent parts are expected to drop back.

Dying satellites are another

Continued on Page 8

INTERNATIONAL 4-11

Kyiv's Inroads Into MAGA
A visit to Ukraine by Laura Loomer, the right-wing activist, may help to undo skepticism of its war effort among President Trump's supporters. PAGE 9

Israel Bombards Gaza
At least two people were killed in strikes that imperiled a U.S.-backed deal with Hamas to advance a truce. PAGE 7

SPORTS 22-24

Brunson's Route to Greatness
How did Jalen Brunson become a champion and a New York legend? These moments tell the story. PAGE 22

SUNDAY STYLES

Goodbye to the Bar Scene?
Alcohol is unhealthy, but what gets lost when we give up drinking? PAGE 10

ARTS & LEISURE

Sam Smith, Here to Be Happy
The singer, known for songs about heartbreak, has a joyful album. PAGE 6

SUNDAY BUSINESS

When A.I. Invaded Fan Fiction
An anonymous X account posted a detailed breakdown of chatbot text in 38 popular stories that were inspired by "Heated Rivalry." Anger ensued. PAGE 1

Beyond Baby Monitoring
Nanit, Owlet and other start-ups provide a level of data that some find delightful and others see as creepy. PAGE 6

REAL ESTATE

At Home on the Waves
A man who has lived on a luxury catamaran for 15 years is at risk of being set adrift. PAGE 8

METROPOLITAN

The Spread of an Illness
New York has become an epicenter of Legionnaires' disease, with a significant outbreak over the past month. PAGE 1

Where It's Hot and Humorous
A comedian and his friends have turned a subway platform's vacant newsstand into an interactive art project. PAGE 1

OBITUARIES 25-27

Witnessed King Assassination
Clara Ester, 78, was a college student when she saw the Rev. Dr. Martin Luther King Jr. get shot in Memphis. PAGE 25

A Mime Who Spoke Out
Ronald G. Davis guided the San Francisco Mime Troupe's satire of all things Establishment. He was 92. PAGE 25

SUNDAY OPINION

Catherine Shannon PAGE 6

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Inside The Times

The New York Times

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The Newspaper and Beyond

TODAY'S PAPER

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Weather PAGE 20

AUDIO On the "Modern Love" podcast, Elisabeth "Eli" Sheff, a researcher and sociologist, discussed what she's learned from studying polyamory for 30 years. Listen at *nytimes.com/mlpodcast.*

QUIZ Cat-eyes, goggle-shaped, wire-rimmed: Statement sunglasses are the accessory of the moment. Which style best reflects your persona? Take our quiz to find out. *tmagazine.com*

LEARNING NETWORK Read the winning submissions of Week 6 in our summer reading contest. In one chosen essay, a 15-year-old student wrote about national parks; in the other, a 16-year-old reflected on internet slang. *nytimes.com/learning*

Quote of the Day

> "No one wants to be subject to a whipsaw foreign policy that doesn't know its limits, and that is a strategic defeat."

ROBIN NIBLETT, *a former director of the London think tank Chatham House, on a global ramification of the U.S. war with Iran. Page 9.*

The Story Behind the Story

Shoe-Leather Turn Around Revolutionary History

A Manhattan walking tour by The Times takes readers through the New York City of 250 years ago.

By SARAH BAHR

Anna Kodé, middle right, led Times readers on an interactive tour of New York City's past.

PHOTOGRAPHS BY HIROKO MASUIKE/THE NEW YORK TIMES

Eden Weingart, a visual editor at The Times, designed six unique stamps for the tour.

On a recent Saturday morning, about 230 people crisscrossed Lower Manhattan on a hunt for old places — spots that were, in some cases, a quarter millennium or older. Groups of friends, families and solo hunters, many of them readers of The New York Times, followed clues that led them from one historical site to the next.

They were on a scavenger-hunt-like quest, organized by journalists.

The free event, an interactive walking tour called "Search for the Past," was tied to the 250th anniversary of the Declaration of Independence. Starting in March, about a dozen Times journalists from the Metro desk, Special Projects team and News Design planned an itinerary that guided participants to six spots with ties to the city's history and its role in the American Revolution.

"We wanted to show how the New York of 250 years ago is still visible today," said Eden Weingart, a visual editor at The Times.

Everyone who signed up for the event received an email the day before with one of six starting clues. Each led to one of the sites, which were scattered around some of the oldest neighborhoods in New York City.

Attendees were checked in at each station by a group of volunteers from The Times before moving on to the next site.

The clues, such as "This living being has breathed the New York air for an estimated 300 years," are now published online. So is an article by Anna Kodé, a reporter for the Metro desk who led the project, exploring the history of the sites. The idea, Ms. Kodé said, was that readers could take the tour for themselves at any time.

"If it can inspire them to be a little bit more curious on their daily commute or walk, that's the ultimate goal," she said.

New York City offered a lot of locations to choose from. It's not every city, after all, where the newly signed Declaration of Independence was read aloud to the public and a 300-year-old English elm tree "witnessed" the American Revolution. But the team wanted to home in on spots whose history had parallels to present-day events, Ms. Kodé said, as well as ensure they included a mix of familiar and lesser-known places.

"I wanted sites with a range of histories," said Ms. Kodé, who frequently writes about New York City history and landmarks. "Lenape history, Black history, New York City's role in the Revolution."

The Times also designed the experience to be completed by foot or by transit, to be accessible for people in wheelchairs and to have plenty of shade (and bathrooms).

After she landed on the six places, Ms. Kodé wrote the clues, drawing from sources like maps, newspaper articles and preservation and landmark designation reports. It was often challenging, she said, to locate authoritative information. Some sites, like the African Burial Ground National Monument, received their historical designation hundreds of years after their creation.

"It can be a challenge to identify specific details when you're writing about history from the 1600s and 1700s," said Amanda Holpuch, the lead editor for the article and tour materials. "We're very open in the piece about what is contested or not definitive," she added.

Ms. Kodé visited each of the sites and talked to borough historians, urban foresters and museum directors.

"I wanted to not only tell the history of each site, but to tie it to the present," she said.

An 18th-century fence at Bowling Green, for instance, once surrounded a statue of King George III that patriots tore down in 1776 after hearing the Declaration of Independence read aloud.

"There's a strong parallel to Confederate monuments being taken down in more recent years," Ms. Kodé said.

At each site, participants collected a custom postcard designed by Ms. Weingart, with an image of the location on the front and reporting from Ms. Kodé's article on the back. Ms. Weingart also designed envelopes for the event, with boxes for six unique location stamps.

The participants, who ranged from a New York City tour guide with several decades of experience to newcomers to the city who had arrived mere weeks before, said they enjoyed discovering sites they would not otherwise have come across.

"It's a city that everyone in the world knows, but you don't get a sense of the history," said Paula Gondim, a marketer who recently moved to New York City, as she arrived at the remnants of the 17th-century Lovelace Tavern, which once served as New York's city hall and is now visible beneath a glass window in the sidewalk at 85 Broad Street.

Ms. Gondim said the event had made her more curious about her new neighborhood, Chelsea.

"I'll definitely have to explore more," she said.

For the Times journalists who planned the event, that spirit was the goal. They hope to organize more of these kinds of events in the future, Ms. Weingart said, with the aim of helping people engage more deeply both with Times journalism and the places that surround them, beyond the reach of their phone screens.

"It's fun to get out and actually do something," Ms. Weingart said.

Find the clues to start your own search at nytimes.com/nyregion.

Last Week's Top Trending Headlines

ICE Arrests Surge at Airports, Opening New Front in Deportation Drive Federal agents are arresting foreign citizens with expired U.S. visas as they travel through airports, including many with active applications to stay in the country. Miriam Jordan wrote that airports represent "a new front in the Trump administration's deportation campaign," facilitated by information sharing between the Transportation Security Administration and Immigration and Customs Enforcement.

Aide Who Had Affair With Newsom 20 Years Ago Details Her Experience Ruby Rippey, an aide who had an affair with Gavin Newsom more than 20 years ago when he was the mayor of San Francisco, wrote about the relationship in an essay published by Vanity Fair. In it, she indicated that she was not coerced, but also held Mr. Newsom responsible for holding power and proceeding with the affair anyway.

Man Convicted in Idaho College Killings Seeks to Take Back Guilty Plea Bryan Kohberger, who was convicted last year of murdering four University of Idaho students in their home, is seeking to abandon his guilty plea and obtain a trial. In an interview with The New York Times, Mr. Kohberger, who is currently serving four life sentences, said he is innocent and was misled into confessing to the killings.

Opinion | What We Really Learned From the Fauci Hearing Dr. Rachael Bedard, a contributing Opinion writer, addressed Dr. Anthony Fauci's dramatic Senate hearing on the origins of Covid-19, in which he repeatedly invoked his Fifth Amendment right not to incriminate himself. "Show trials are bad for democracy," Dr. Bedard wrote.

A Headline From History

SNIPER IN TEXAS U. TOWER KILLS 12, HITS 33

August 2, 1966. Charles J. Whitman, a 25-year-old architectural student and Marine veteran, ascended the 27-story University of Texas clock tower in Austin the day before with "an arsenal of weapons" and "sprayed the area with bullets," according to a wire service account in The Times. In a rampage that lasted more than 90 minutes, dozens of people were shot and 14 were killed. (The initial report of 12 in The Times was updated later.) Mr. Whitman was killed by police at the top of the tower. Investigators later discovered the sniper had killed his mother and wife before the campus attack. The massacre "became a template for mass shootings and aroused in the public a new sensitivity to the threat of violence in public spaces," The Times wrote in 2016. Since 1966, 1,737 people have been killed in mass public shootings in the United States, according to data from the Rockefeller Institute of Government.

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Facts of Interest

Since 1910, the Census Bureau estimates, 80 percent of Black-owned land has been lost to heirs' property, which is real estate informally bequeathed or jointly inherited without a clear title.

Is the Deed in Order on Grandma's House? SUNDAY BUSINESS, PAGE 5

J.D. Salinger's 1951 novel "The Catcher in the Rye" wasn't digitized until almost a decade after the author's death in 2010 at 91. He was averse to technology, though an avid TV watcher, and deeply controlling of his publication process.

'The Catcher in the Rye' at 75 BOOK REVIEW, PAGE 12

Merriam-Webster and the Oxford English Dictionary added "Googling" to their pages as a verb in 2006. (It had already been named the "most useful word of the year" by the American Dialect Society in 2002.)

On Language THE MAGAZINE, PAGE 8

The British actor Hannah Waddingham, who plays Rebecca Welton on "Ted Lasso," has a four-octave vocal range and started out in musical theater.

'I Like Using Every Part of Myself' ARTS & LEISURE, PAGE 7

At $10.6 billion, bourbon is one of Kentucky's largest industries, generating close to 24,000 jobs and $372 million in annual tax revenue.

As Drinking Ebbs, What Will Fill The Social Holes? SUNDAY STYLES, PAGE 15

Pink pointe shoes, meant to approximate skin color, used to be a ballet default. A few years ago, New York City Ballet adopted truly flesh-toned footwear instead. Today, each company member has shoes custom-matched to their skin.

Painter's Canvases Scamper and Fly Onstage ARTS & LEISURE, PAGE 5

The Mini Crossword

1	2	3	4	■
5				6
7				
■	8			
■	■	9		

8/2/2026

BY SAM EZERSKY
EDITED BY JOEL FAGLIANO

ACROSS

1 Something you might ask for while staying over at a friend's house
5 Genre for "Stranger Things"
7 Unlikely pants to wear to a wedding
8 Octagonal sign word
9 Where sows are housed

DOWN

1 Newspaper that covers the stock market, for short
2 Puts a cold pack on
3 Official decrees
4 "Otherwise ..."
6 Words before "with my little eye," in a game

ANSWER TO PREVIOUS PUZZLE

■	■	D	E	C	A	F
■	C	I	C	A	D	A
A	L	M	O	N	D	S
D	A	P	■	N	E	T
M	U	L	L	E	D	■
I	D	E	A	S	■	■
T	E	S	T	■	■	■

SAKURA TAMAGAWA

The Dateline

Where Times Journalists Are Reporting Around the World

THE NEW YORK TIMES

1. ABILENE, TEXAS — The construction of a $25 billion data center complex has brought thousands of temporary workers to Abilene. Juliet Macur visited the Elmdale Outpost, a convenience store opened specifically to serve them.

2. BELFAST, NORTHERN IRELAND — Northern Ireland's Protestant loyalists have long felt their identity was under siege. Historically, their enmity was aimed at Catholics, Megan Specia wrote, but some have found a new antagonist: immigrants.

3. BUNDIBUGYO, UGANDA — The Bundibugyo Ebola virus takes its name from this small town, where it was discovered in 2007. Now, Uganda has closed its border with Congo, where the species has returned, Matthew Mpoke Bigg reported.

4. YANGON, MYANMAR — Hannah Beech and Daniel Berehulak spent three weeks traveling through Myanmar, where the lifestyles of the wealthy — nightclubs, caviar and luxury cars — have been mostly untouched by five years of civil war.

Wordplay

Tips for Today's Crossword

CLAY HICKSON

In Wordplay, a Times Games columnist helps readers solve the day's crossword. Warning: There are spoilers ahead.

Today's theme is a tale of intrigue and subterfuge told in seven parts, clued at 22-, 39-, 44-, 67-, 82-, 91- and 110-Across. Those clues are italicized and describe a stereotypical act of marketing villainy. Starting at the top is 22-Across, [*"For our ad, how should we list the car that we found in the ditch?"*]. What follows are more questions about the saddest jalopy you can imagine, but their corresponding entries — interpreted as adspeak — paint a rosier picture. This requires some truly creative wordplay, most of it pretty broad, but take a moment to appreciate the title of the puzzle, "Going for a Spin," and its final word's double meaning. I didn't pick up on this until I really thought about it, and it's a lovely cherry on top.

Back to the clues, starting with that ditch issue at 22-Across. Doesn't it sound better to describe a mud-spattered wreck as an OFF-ROAD VEHICLE? No lies written!

And what about its slightly smoldering condition, as described at 39-Across: [" . . . *and how do we add that it was just struck by lightning?*"]. Just say it has NEW SHOCKS.

44-Across is infinitesimally more nuanced and pretty funny: [" . . . *and that the tailpipe is dragging on the ground?*"] solves to LOW EMISSIONS, since the exhaust coming out of this exhausted crate is lower to the ground, of course. 67-Across, at the center of the puzzle, is my favorite in the theme set, maybe just because I find the term in the entry amusing: [" . . . *and what about the leaky roof?*"] — well, that's why there are BUCKET SEATS. (They sound so uncomfortable and hard to get out of to me, but that's what most cars have up front these days.)

This might not be the subtlest theme we've put our pens to in recent months, but the accessibility of this clue set really helps sell the bit, no pun intended.

CAITLIN LOVINGER

Play the crossword on Page 62 of the magazine.

Here to Help

Travel 101: How to Keep a Travel Journal

There's no one perfect way — or reason — to keep a travel journal. But no matter how or why you do it, future you will probably be happy you did. Before setting out on your next trip, consider these tips for maintaining a travel journal you'll page through for years to come. **JENNA SCHNUER**

Keep it light. Choose a notebook that fits in the bag you're carrying or the pocket of the coat you're wearing. If you prefer softcover notebooks, pop a pencil board inside so you'll have a hard surface on the go. Refillable notebooks like those from Paper Republic make it easy to add organizer inserts so you won't lose important papers. Keep your tools together in a small kit so you won't waste time searching for your pen.

Be consistent. Get organized by starting every journal entry with some metadata, including the date, time, weather and location. (A note about your mood can help you recall context for your mind-set.) Once you finish an entry, consider adding page numbers to an index on the first two pages as well as the location and keywords like museum names or the food you ate.

Set aside time to write. While out on the town (or mountain or beach), write quick notes under the metadata as you go about your day. Take note of sounds and scents you might forget. If you want to relive a place once you're back home, put your phone's recording app to work. "The sounds of a fish market, a crowded bus or a city sidewalk can often evoke a place even more vividly than a photograph," the photographer and writer Rob Stephenson said.

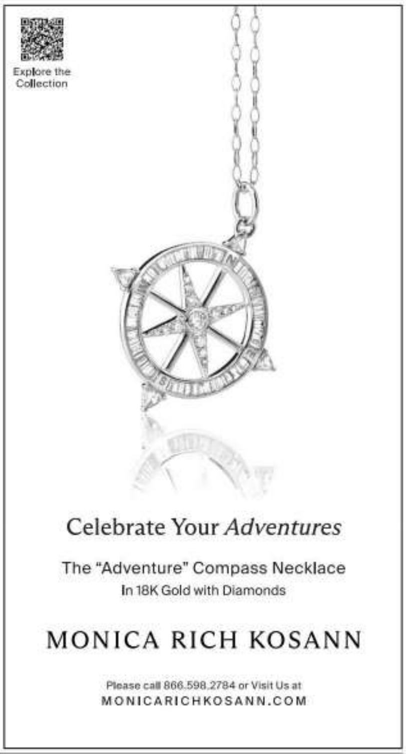
PHILIP LINDEMAN

Save your recap of the full day's experience for a 15-minute block each night. You'll be surprised how much writing you can do in such a short time.

Get colorful. Use each trip as a chance to practice a new art skill. "Adding visuals to a journal helps me remember things in a specific way that writing might not," the artist and author Kristin Link said. Try sketching with just a few colored pencils, or draw the view outside your hotel window every morning. If the thought of creating art is too much pressure, Ms. Link suggested adding diagrams and maps instead, or maybe a tiny landscape sketch.

Make a photo-only book. For this, think about the trip more thematically. Or snap photos capturing the small things that make a place special.

Read the Travel 101 series at nytimes.com/travel.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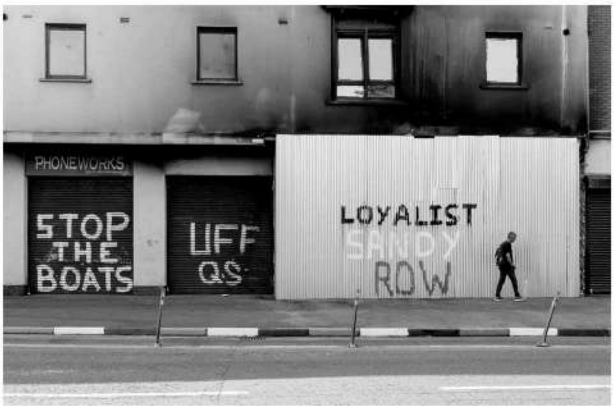

The shuttered storefront of a halal supermarket burned by rioters in Belfast's Sandy Row area; and a Somali mother and son, who have lived in Belfast since last fall, watching a Twelfth of July parade.

In Belfast, Renewed Conflict Over Community, With a New Target

In Loyalist Areas, Violence Directed At Immigrants Erupts

By MEGAN SPECIA

BELFAST, Northern Ireland — Flutes and drums echoed along Sandy Row, a Protestant enclave in Belfast, and Union Jack bunting flapped overhead in the uncommonly hot summer air.

The annual Twelfth of July celebrations, which commemorate a centuries-old Protestant victory over a Catholic king at the Battle of the Boyne, brought scores of marching bands and Orangemen, members of a fraternal religious order, parading through the city.

For the Protestant loyalist community that is deeply committed to Northern Ireland remaining in the United Kingdom, the marches are a cherished tradition, as are the bonfires and street parties that accompany them.

But, like many things in Northern Ireland, it's not so simple.

Others see the marches and bonfires as deliberately provocative symbols that reinforce division. Historically, the loyalists' enmity was aimed at Catholics, but some in the community have found a new antagonist: immigrants.

In the Hideout pub in Donegall Pass, a loyalist neighborhood in Belfast, Gordon Plunkett, 78, who has spent more than six decades as an Orangeman, chatted with his sons and grandchildren, all of whom were taking part in the parade. He opposes the arrival of immigrants and asylum seekers, which he said risked displacing loyalists who had long lived here.

"It's the future of my community that is at stake," Mr. Plunkett said. "And everybody would want to protect their own community and their own culture."

Belfast remains predominantly white, and Northern Ireland is the least ethnically diverse part of the United Kingdom, with just 3.4 percent of residents from minority ethnic backgrounds. But immigration has grown in recent decades, reaching a peak in 2023, and the urban heart of Belfast in particular is steadily becoming more diverse.

"Our community is getting smaller, and we are stretched," said Trevor Henderson, 43, who was also celebrating the Twelfth with family and friends in the Hideout. The ashes from a bonfire the night before still smoldered nearby as bandsmen and Orangemen gathered to prepare for the march. "And we get labeled sectarian and racist for having concerns." He added that he thought that blame for recent violent riots in Belfast had unfairly fallen on working-class loyalists in general, rather than on a small minority who set the fires.

During the march in Sandy Row, parading bands passed by the shuttered remains of a halal supermarket that had been burned in two separate anti-immigrant riots, most recently in June. Small groups of revelers posed for photographs in front of "Stop the Boats" graffiti scrawled on nearby shutters, the damage from black smoke still visible on the side of the apartment blocks above.

The violence erupted in June after graphic footage spread online of a knife attack that left a man in his 40s seriously injured. An asylum seeker was later charged with attempted murder. Within hours of the attack, far-right influencers called for demonstrations, and masked rioters set fire to vehicles and houses. Emergency responders had to evacuate immigrant families, including a parent with a 2-month old baby, from their homes.

This is the third consecutive summer that violence has rocked Northern Ireland, part of a bigger pattern in the United Kingdom and across Europe, where unrest has been fanned online by right-wing, anti-immigrant voices. In Northern Ireland, which is still grappling with the legacy of Catholic and Protestant sectarian conflict, civic disorder can feel all too familiar, particularly in areas where paramilitary groups still hold influence.

The decades-long conflict known as the Troubles was between mostly-Protestant unionists or loyalists who wanted the region to remain part of the United Kingdom, and the mostly-Catholic Irish nationalists, or republicans, who had long sought unification with the Republic of Ireland.

The Good Friday Agreement signed in 1998 led to almost two decades of peace. But memories of the conflict cast a long shadow.

The anti-immigrant riots in June took place mostly in loyalist areas, and the Police Service of Northern Ireland said that members of loyalist paramilitaries were present, and in some cases, directed the violence. There is no official body that speaks for these paramilitaries, which since the Troubles have mostly transitioned into organized crime networks.

Far fewer people identify as unionist or loyalist than two decades ago, according to the Northern Ireland Life and Times Survey. As a result of this and other demographic shifts, those left in the community can feel their identity is under siege, said Katy Hayward, a professor of political sociology at Queen's University in Belfast.

"That sense of insecurity is heightened," said Professor Hayward, who has long studied public attitudes in Northern Ireland. That in turn has allowed far-right ideas that frame all immigrants as a threat to gain traction, she said.

There have also been well-documented links between loyalism and far-right actors based elsewhere. And while discussions about immigration have played out in many communities across the United Kingdom, fanned by an increasingly vocal far-right movement, it has become a focal point for some leading unionist politicians, who have found that it resonates with their base.

A sense of grievance was evident at some Twelfth celebrations. Anti-immigrant symbols were placed atop bonfires, alongside other political messaging. This year, a replica of a mosque was burned in County Tyrone (an incident being treated as a hate crime) following last year's burning of an effigy of a refugee boat.

Claire Hanna, the leader of the Social Democratic and Labour Party, who represents South Belfast in Parliament, condemned the burning of effigies and said in a statement: "This isn't tradition. It isn't an expression of identity. It demeans this place."

The unrest has renewed scrutiny on these celebrations, but amid the tensions, many loyalists maintain that the Twelfth of July festivities are an important social and cultural marker.

Not everyone taking part in the festivities was steadfastly opposed to immigration. Kimberley Wilson, 57, who was watching the parade with friends, said she simply enjoyed the pageantry and was deeply proud of being born in a loyalist area. She was shocked by June's violence.

"People are coming here, and they are working hard, and they shouldn't be burnt out of their houses," Ms. Wilson said of immigrants, adding, "Those poor people were terrified, and there was no justification for that."

Ms. Wilson had to evacuate her elderly mother from her home in June because it was near where rioters had burned people's homes.

She said there was a lack of leadership to stop those responsible for violence and property damage.

"There was nobody on the streets, there was nobody coming out to say, 'This is wrong,'" she said.

"That younger generation, they don't know what they are fighting for. If they want to go protest, go ahead and protest, disrupt traffic," she said. "But don't start destroying your own community."

SOUTH BELFAST
BATTALION
DONEGALL

PHOTOGRAPHS BY PAULO NUNES DOS SANTOS FOR THE NEW YORK TIMES

Members of a loyalist group in Donegall Pass before the parade; flute bands marching past a Union Jack citing the paramilitary group U.V.F. at an entrance to Donegall Pass; and Trevor Henderson in a pub there. He said his community was shrinking, adding, "And we get labeled sectarian and racist for having concerns."

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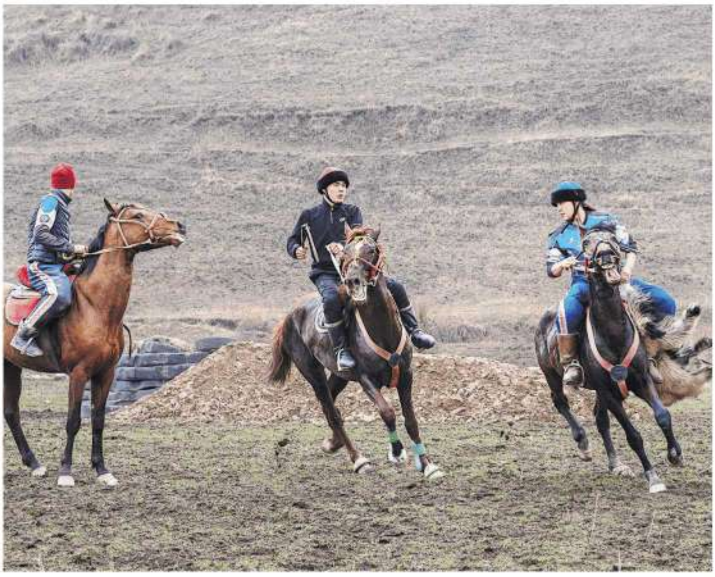
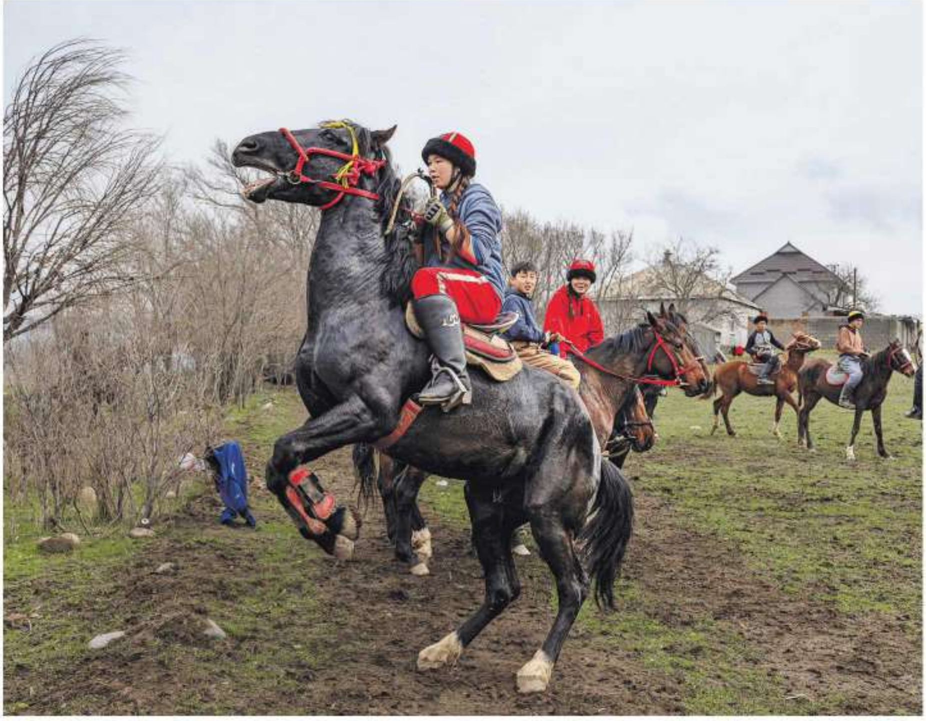


Clockwise from left: Begimai Bakirova holding the goat carcass, right, during a game of kok-boru in the village of Asylbash in Kyrgyzstan; Begimai's father, Baktybek Beishekeev, center, preparing a carcass; Begimai, who began riding horses when she was young; Kakakhan, a 4-year-old stallion, with a practice saddle; and Aisuluu Birimkulova reining in her stallion.



KYRGYZSTAN DISPATCH

First Girls' Team Breaks Convention, but Keeps the Goat Carcass

Article by
ALEXANDER M. THOMPSON
Photographs by
SEVINDJ NURKIYAZOVA

ASYLBASH, Kyrgyzstan — On a muddy field in Kyrgyzstan, eight teenagers on horseback thundered back and forth playing a Central Asian version of polo known as kok-boru. But instead of mallets, they used their bare hands, and in place of a ball was a headless dead goat.

Sixteen-year-old Begimai Bakirova galloped along while trying to hold onto the goat carcass as it slowly slipped down her horse's flank. Two boys rode on either side of her, jostling, yelling and grabbing for the goat. Spectators scattered from the sidelines as the riders and horses approached at full gallop.

The game was not an unusual sight in Asylbash, a village of a few hundred wood and clay homes near the Tien Shan mountains in Kyrgyzstan, where kok-boru is the national sport. The unusual sight was Begimai — a woman — in a game that has been played for hundreds of years almost exclusively by men. Last year, Begimai and five other teenagers formed the first women's kok-boru team in Kyrgyzstan.

'Every girl has her passion.'

BEGIMAI BAKIROVA

A competitor in kok-boru, a dangerous sport.

"Every girl has her passion," said Begimai, whose short black ponytail stood out among the crew cuts on the pitch. When people tell her that kok-boru is "not for women," she said she tells them that if a woman has the skill and the desire, then kok-boru is for her too.

"I would like more parents to let their girls play," she said.

Despite negative comments online and criticism in the village, Begimai's team has been inspiring a small but growing number of women and girls who want in on the rough-and-tumble sport.

Kok-boru means "gray wolf" in Kyrgyz and originated as a game shepherds played with a wolf carcass. A goat was swapped in later. Variants of kok-boru are played across Central Asia, but in northern Kyrgyzstan, it is usually played between two teams of four riders who vie to grab a goat carcass from the ground or each other, and chuck it into a large basin on either end of the field.

The game is tough on both riders and horses, which can collide at high speeds. In 2025, two men died playing in Kyrgyzstan.

Since Kyrgyzstan became independent after the breakup of the Soviet Union in 1991, it has sought to revive traditional sports but paid most of the attention to men's disciplines, like kok-boru, said Elena Molchanova, a social scientist at the American University of Central Asia, who has written about gender roles in Kyrgyzstan's traditional sports.

But a women's kok-boru team "isn't a break with tradition," Professor Molchanova said, because women on horseback have always had an important role in nomadic Kyrgyz society and legend.

Begimai, the fourth of six siblings — five sisters and one brother — began riding horses when she was young. She began to take a serious interest in kok-boru after attending several matches in which her brother was competing.

She started training with her father, Baktybek Beishekeev, who raises horses and once competed in kok-boru.

The most difficult part of the sport is when the rider has to bend down from the horse, often at high speed, low enough to grab the goat carcass off the ground and then lift themselves, and the heavy carcass, back into the saddle.

Every day, Mr. Beishekeev, a wiry 47-year-old, and his daughter would ride three miles out and back to a neighboring village. Along the way, Begimai would practice leaning down from her horse to hoist a car tire up into the saddle, over and over.

Through "crying and tears," Begimai said, she eventually mastered it.

The safety concerns are real. Begimai was knocked off a horse in February and broke her arm.

"It's a disease," said Begimai's mother, Nurgul Osmonova, talking of kok-boru with a defeated laugh. "I didn't allow it. I still don't allow it. It's their father."

Nevertheless, in early 2025, Begimai started playing in informal matches with her brother. She started winning, too.

In February, after her kok-boru videos on Instagram went viral, Begimai realized there were several girls around Kyrgyzstan who were quietly playing kok-boru. She decided to gather them together.

Begimai, two of her sisters and three other girls from the local district played together for the first time in March 2025. It was kismet. They decided to form a team that day.

"We've become like sisters," said Aisuluu Birimkulova, a 17-year-old with an easy laugh and competitive streak, who taught herself to play kok-boru in another village before hearing about the team.

The team has competed a dozen times against boys' teams over the past year, Begimai said.

The women play because they love the challenge and love "bringing boys to tears" when they beat them, Aisuluu said.

Aisuluu's mother, Meerim Karabaeva, said that she has seen how kok-boru has benefited her daughter.

"She's barely on her phone," Ms. Karabaeva said proudly over tea in Kara-Sakal, a village east of Asylbash. "In the evening, she goes to bed at 9 so that she can get up at 6 in the morning to feed her horse."

But it's hard to recruit. Few girls play kok-boru or ride well enough, and potential members often live too far away, Begimai said. Many others want to play, but their parents won't let them because they think it's too dangerous, or not for girls.

One cool afternoon in early March, shortly after Begimai's brother, Nursultan, finished decapitating, disemboweling and sewing up the goat in the family's backyard, the group rode off toward the playing field on the edge of the village.

Soon, every teenage boy with a horse from the surrounding villages seemed to have heard kok-boru was afoot, and it was time for the games to begin. In the first match, Begimai grabbed the goat first and careened in wide circles around the marks in the dirt that the village uses in place of the usual scoring basins. But even with Begimai's teammates fighting to clear her a path, she couldn't get close enough.

"Why are you so far out?" her father shouted. "Go for it!"

The girls lost 0-2 in their first match but won the second, as Begimai pushed her way through a pileup to twice drop the carcass down onto the marks, eliciting cheers from the crowd.

The girls' Instagram posts about the team have attracted support and plenty of interest, but they have also brought a flood of criticism, especially from those who say a woman's place is in the home.

"Whenever we put ourselves out there, they write comments, but we don't pay attention," said Shoola Kenenbaeva, 16, another team member.

Begimai and her sisters said they get disapproving looks and snide remarks around their hometown.

"Because of those mean words," Begimai said, "I really fell into a depression, and I couldn't get out of it. Only when I went out and my female teammates showed up could I let that go."

Last year, the country's Kok Boru Federation told local media that it didn't support women playing at all, because the sport is so rough and dangerous.

But, Akylbek Eshimov, who served as federation president from February to mid-July of this year, reversed course.

"I'm wholeheartedly in support. If possible, we'll help from the federation's side too," Mr. Eshimov said in an interview this spring, sitting in his office.

Back on the field, it was getting late. Soon the family would skin the goat carcass, now thoroughly tenderized, cook it in a large pot over an open flame and serve it with onions and herbs.

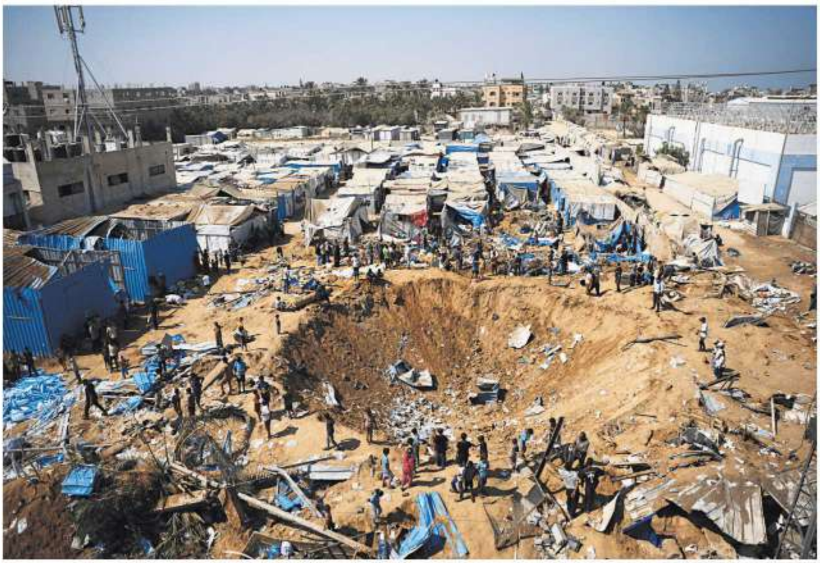
But Begimai wasn't quite ready to quit. "Let's play one more," she entreated as everyone circled up. The other girls were exhausted, but enough boys were game.

Begimai galloped off toward the carcass lying in the dirt. The lonely ponytail bounced on her back.

"She's easy to get going," her father said. "She's hard to stop."

MAHMOUD ISSA/REUTERS

Mourning one of the men killed. The Israeli military confirmed the attack but declined to give details on why they were targeted.



ABDEL KAREEM HANA/ASSOCIATED PRESS

ABDEL KAREEM HANA/ASSOCIATED PRESS

Above, Palestinians surveying the damage from an Israeli airstrike near the Al-Aqsa Martyrs Hospital in Deir al-Balah, central Gaza, on Saturday. Left, men carrying the body of a person killed that day during an Israeli attack.

Israeli Strikes on Gaza Leave at Least 2 Dead

By AARON BOXERMAN

Israeli strikes in Gaza on Saturday killed at least two people and damaged warehouses for medical supplies, Palestinian officials said, despite a recent deal between President Trump's Board of Peace and Hamas to advance the Gaza cease-fire.

One of the strikes damaged the warehouses at the Al-Aqsa Martyrs Hospital in central Gaza before dawn on Saturday, said Khalil Dagran, a hospital spokesman. The outpatient clinic was also damaged, he added, though there were no reports of casualties.

The Israeli military said it had bombarded the warehouses because Hamas was storing weapons there and using the facility as a hide-out. Mr. Dagran disputed the Israeli allegation, adding that Israeli forces had warned Palestinians to flee ahead of the bombing.

A second Israeli strike on Saturday, in the Sheikh Radwan neighborhood of Gaza City, killed two Palestinians, according to local health officials. The Israel military confirmed the attack but declined to provide details about why the two were targeted.

The strikes came days after Mr. Trump announced that Hamas had agreed to give up its weapons during negotiations with his Board of Peace, a body that he formed last year to oversee a truce between Israel and Hamas. Hamas's disarmament had become a monthslong sticking point in moving forward from that initial cease-fire.

On Friday, after the deal was announced, Hamas said that the "first step" would be for Israel to commit to ending attacks and linked the turnover of what the group called "heavy weapons" to a list of other conditions.

It is unclear whether Israel has agreed to the proposal. The road map stipulates a gradual withdrawal of Israeli troops from Gaza, as well as a "cessation of military operations," as some of the conditions for Hamas to "decommission and store" weapons.

Prime Minister Benjamin Netanyahu of Israel has yet to comment on the deal, which emerged on Thursday night. The Israeli government, in a written statement circulated on Friday, said the Israeli military would not withdraw from its "current" lines in Gaza without "genuine" disarmament by Hamas, attributing the comments to an unnamed diplomatic official.

Israel has long demanded that Hamas disarm so as to prevent the Palestinian militant group from ever carrying out another assault similar to the Oct. 7, 2023, attack that ignited the Gaza war. But Mr. Netanyahu, who faces an uphill re-election battle later this year, could balk at anything that voters might view as a concession to Hamas.

U.S. officials hope the proposal will pave the way for an end to the nearly three-year crisis in the Gaza Strip, which began with the October 2023 Hamas-led attack on southern Israel that killed about 1,200 people and saw around 250 taken hostage.

The subsequent two-year Israeli military campaign against Hamas laid waste to the Palestinian enclave, killing more than 70,000 people, according to local health officials. Their tally does not specify how many were combatants, but it includes thousands of children.

A cease-fire last October, brokered by the Trump administration, was supposed to end the fighting. While the deal offered Gaza's two million Palestinians a reprieve from full-blown war, it has looked nothing like peace.

Israel has continued to bomb Gaza on a near-daily basis, saying that Hamas was seeking to rearm and that it was targeting the group's militants. More than 1,000 people have been killed since the truce, according to local officials, including young children.

While Israeli forces initially withdrew to an agreed-upon "yellow line" as part of the cease-fire, they have since steadily advanced. They now control more than 60 percent of the Gaza Strip, hemming the majority of its Palestinian residents into a shrinking area near the coast.

Both the United States and Israel said they would not allow Gaza to be rebuilt as long as Hamas ruled Gaza and kept its battalions of armed fighters.

Israel Says It Killed Hezbollah Members

By PRANAV BASKAR

The Israeli military said on Saturday that it had killed several Hezbollah members overnight on a strategic ridge in southern Lebanon, challenging a fragile cease-fire between Israel and the Iran-backed militant group.

The encounter happened in the area of the Ali al-Taher ridge, a hilltop about six miles from the Israeli border where violence has flared in recent days. The Israeli military said that it had "struck" Hezbollah fighters in an Israeli-occupied area where its soldiers were operating, and that an Israeli soldier was wounded.

Hezbollah did not immediately address Israel's claim.

A cease-fire between Israel and Hezbollah has barely held in recent weeks, just as Israel and Lebanon have worked to carry out a separate, U.S.-brokered agreement to end months of fighting. That deal calls for Israel to gradually withdraw from territory in southern Lebanon.

Hezbollah has rejected the deal, saying it effectively allowed Israel's continued presence in southern Lebanon and that the group would not give up its weapons without an Israeli withdrawal.

Clashes have persisted in southern Lebanon, with daily reports of airstrikes, artillery shelling, demolitions and sonic grenades, according to the United Nations. But Saturday was the first time Israel announced deaths from the fighting since July 15, raising fears of a renewed escalation.

The latest conflict between Hezbollah and Israel erupted on March 2, after the group attacked Israel in solidarity with Iran following the U.S.-Israeli strikes that began the war with Iran. The fighting has killed more than 4,300 people in Lebanon, and Israel now occupies large swaths of the country's south. Israeli officials say at least four Israeli civilians and more than 30 soldiers have been killed.

In recent months, the Ali al-Taher ridge has become one of the most strategically significant areas in the conflict. Lebanese and Israeli officials say they believe Hezbollah has established one of its largest underground installations beneath the ridge. Israel says the complex has for years served as a crucial command center for planning and launching attacks against its territory.

Last week, the Israeli military said, Hezbollah launched an explosive drone at one of its vehicles on the ridge. A Hezbollah spokesman said the group did not claim responsibility for an operation in the area, and accused Israel of using "false pretexts" to continue attacks in Lebanon.

The area is about three miles north of Beaufort, a Crusader castle that Israel said it captured on May 31. On Friday, Benjamin Netanyahu, the Israeli prime minister, and Israel Katz, the defense minister, said in a joint statement that the military had destroyed what it called Hezbollah's "terrorist tunnels" in the area, which they claimed formed a key part of the group's plan to infiltrate communities in northern Israel.

As recently as May, the ridge was beyond the area that Israel had occupied several miles inside southern Lebanon. Israel marks the boundary of this zone with a yellow line on its maps and views anyone within it as a legitimate military target. In June, however, Israel redrew those boundaries, extending the yellow line to include the ridge.

The U.S.-brokered agreement between Israel and Lebanon calls for the Lebanese Armed Forces to move in and secure the areas as Israel slowly withdraws, and to facilitate the return of displaced residents. Officials are expected to discuss more details in Rome this week.

The first areas slated to be secured, described as "pilot zones," are intended to test the broader agreement reached last month. Three villages have been designated in the first phase of the withdrawal plan.

But the framework has been criticized in Lebanon because it sets no fixed timetable for Israel's withdrawal and is tied to the Lebanese government's tentative efforts to disarm Hezbollah, a goal it has pursued in vain.

Abdi Latif Dahir and Hwaida Saad contributed reporting.

AGENCE FRANCE-PRESSE — GETTY IMAGES

The hills near the Beaufort castle in southern Lebanon where Israel said it destroyed tunnels.

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Space Junk Comes Back Down in Pieces, Posing a Threat to Earthlings

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QUEENSLAND FIRE DEPARTMENT

From left: debris in the sky; a photo released by Turkish state media of rocket fragments near Mukuku, Kenya, in 2024; a "space ball" that washed ashore in Australia. In 2025, the U.S. Space Force issued alerts for nearly 820 objects that entered Earth's atmosphere.

From Page 1

common detritus of this space age. A good number of the roughly 16,000 satellites in orbit will ultimately come back to Earth.

In 2024, discarded hardware from the International Space Station crashed into a Florida home. Early last year, part of a SpaceX rocket landed near a busy shopping mall in Poznan, Poland. Another piece was found near the city's airport, according to the Polish Space Agency.

Months later, a defunct Chinese satellite barreled down over Tenerife, one of the Canary Islands of Spain. The three-metric-ton satellite sent shock waves across the region before fragmenting and burning in the air.

In October, miners discovered burning debris on a desert road in Western Australia. Recently, giant "space balls" washed ashore on an Australian beach.

The patchwork of regulation governing rocket launches and orbital junk is no match for the pace of space development.

Elon Musk's SpaceX, which has more than 10,000 satellites in orbit, has applied to launch a million more. Jeff Bezos' Blue Origin has similar ambitions and Chinese "megaconstellations" are expected to have hundreds of thousands of satellites.

For now, people are more likely to be struck by lightning than by falling space junk. The only documented case is of an Oklahoma woman who was hit by debris in the 1990s. She survived relatively unharmed.

But those odds are shifting. A study for the U.S. Federal Aviation Administration concluded that by 2035, debris from SpaceX satellites alone could kill or injure someone every two years.

The risk diminishes if satellites burn up in the atmosphere, the study concluded. For a while, SpaceX said that all its returning satellites incinerated. Then, in 2024, a chunk of SpaceX metal was found on a Canadian farm. SpaceX, which previously disagreed with the F.A.A. report, did not respond to questions. The company now says that about 5 percent of the mass of some satellites may not disintegrate.

Sean O'Keefe, a Syracuse University professor and former NASA administrator, said: "Humans have a lot of failure of imagination. We just can't imagine that it will happen to us."

"All it's got to do is show up in a major metropolitan area," he added.

Mr. O'Keefe and other experts say that governments and companies should be compelled to use materials that will fully disintegrate.

No such regulation exists. In the United States, the Federal Communications Commission requires companies to report on the risk of casualties from falling satellites, but the agency mostly focuses on regulating radio frequencies.

The F.A.A., which oversees launches, proposed a rule to regulate the disposal of orbital debris but it withdrew the idea in January after the space industry pushed back.

United Nations treaties govern liability for space debris that hurts people or damages property, but those are Cold War relics with limited scope. The U.N. issued guidelines for space debris in 2007, when there were far fewer satellites. Those guidelines are nonbinding.

If objects are in free fall, even the best rocket scientists cannot accurately predict where they will land or whether they will fully incinerate. A one-minute error in predicting re-entry changes the landing zone by nearly 300 miles, according to the Aerospace Corporation, a nonprofit research group.

In January, for example, a fireball pierced the atmosphere over Europe. It was the upper stage of a Zhuque-3 rocket, out of control after a Chinese firm, Landspace, launched it the previous month.

Space agencies across the world monitored the object for four days. It was so heavy — about 11 metric tons — that they did not expect it to incinerate.

Governments feared that it could plunge into heavily populated areas. British officials told mobile networks to test the emergency alert system.

"The last hours, last orbits were over Europe, and it was really dangerous," said Mr. Slonina of the Polish Space Agency.

In the end, the debris splashed down somewhere in the Indian or Pacific Oceans.

Rocket debris is stoking geopolitical tensions.

China's newest launchpad is in Hainan, an island off the country's southern coast.

Many of the surrounding drop zones, where debris is likely to fall, are in contested waters in the South China Sea.

Filipino fishermen have for years faced confrontations with the Chinese Coast Guard in these waters. These days, they also have to watch for rocket debris.

The Philippine authorities advise against going to sea whenever China notifies pilots or mariners about a launch from Hainan, said Gay Jane P. Perez, director general of the Philippine Space Agency.

Thirteen rocket pieces, some the size of small boats, have washed ashore in the Philippines in the past four years. Most had markings with Chinese characters or parts of the Chinese flag, the space agency said.

"Before, we were looking at access to the sea. Now we're even getting rocket debris," Dr. Perez said.

Who pays if space junk hits you or your home?

If the debris belongs to a company or an agency in your country, the local legal system settles the liability questions.

If not, your country will likely rely on U.N. treaties to recoup costs.

The liability convention, for one, gives countries the right to compensation if another state's space object hurts people or damages property. Another treaty, called the Rescue and Return Agreement, allows governments to be paid for the cost of returning space objects.

But the treaties were written in the early space age, when countries were more concerned about astronauts becoming prisoners of war or technology being stolen, said Rosanna Deim-Hoffmann, who works on law and policy issues at the U.N. Office for Outer Space Affairs.

The terms are now being applied in a more commercial and complex space environment, she added.

"The way the treaty was drafted is not the way the treaty is used nowadays," she said.

The first step, then, is confirming where the debris came from. That means everyday people are at the mercy of their governments.

In Kenya, the authorities took months to confirm that the ring was a part of a French rocket that had launched an American television satellite. The debris orbited Earth for more than 16 years before crashing, according to the French space agency.

Kenya's government has not formally requested compensation from France, the French Foreign Ministry said. It also has not shared this information with the village residents, who said that the impact cracked nearby homes, according to Daniel Maanzo, a senator who represents the area.

"The government says they have first to identify the owner of the object, because that's the one who is the source of negligence," Mr. Maanzo said.

"That didn't happen," he said. "There was no compensation."

ED JONES/AGENCE FRANCE-PRESSE — GETTY IMAGES

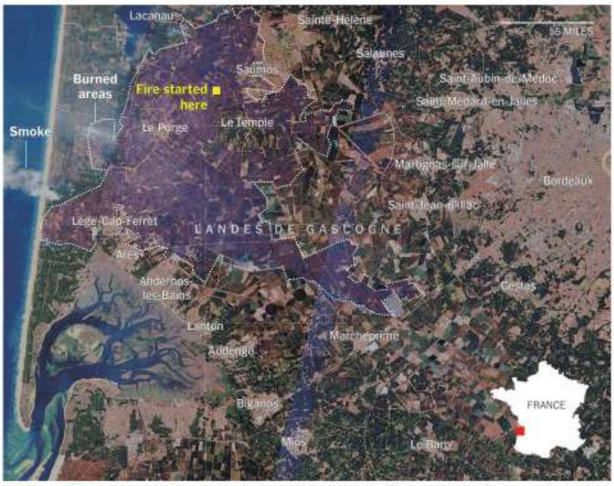
POOL PHOTO BY BAZ RATNER

JULIEN DE ROSA/AGENCE FRANCE-PRESSE — GETTY IMAGES

In southwestern France, from left: In Le Porge on Friday; near Ares on Tuesday; and beside a forest near Lege-Cap-Ferret on July 25. Rules on clearing bushes and pruning trees have been neglected.

In Southwestern France, Officials Didn't Make Homeowners Follow Forestry Rules

This article is by ***Catherine Porter, Ségolène Le Stradic*** *and* ***Samuel Granados.***



Note: The map background is a composite of two images taken on July 28 and July 29. Source: Satellite images by Planet Labs. THE NEW YORK TIMES

PARIS — After fires tore through forests outside Bordeaux in 2022, President Emmanuel Macron of France called on rural villages to finally implement long-ignored forestry rules meant to prevent such a vast blaze in the future.

Among other requirements, residents in that region were instructed to clear all bushes and prune low-hanging tree branches within 50 meters, or roughly 54 yards, of their homes, making it harder for fires to reach the villages. Mayors were meant to issue fines of roughly $860 to those who didn't comply.

Four years to the month later, officials have rarely ensured that residents adhere to those rules in the forests west of Bordeaux, according to the president of a union of regional forest owners, four local mayors, two experts and an analysis by The New York Times of satellite imagery of 23 evacuated villages. Many residents did not clear vegetation near their homes because they could not afford the high annual cost and because they did not own the land where the brush was growing, according to the mayors.

That lapse, the experts said, may be among the reasons that another fire tore so easily through villages in the region last month, spurring the largest peacetime evacuation in French history. The fire, France's biggest in decades, burned more than 42,000 hectares and destroyed at least 240 houses.

Prosecutors said the fire's initial spark came from a brush-clearing machine, used by contractors for an electricity company near a high-voltage power line on the outskirts of one town, Saumos. The authorities have announced no firm conclusions about why the fire then spread so fast, and their investigations are likely to take months.

In general, such fires are occurring more often and becoming more intense, scientists say, because the burning of fossil fuels has made hotter temperatures more likely. That dries out the landscape, making it easier for fires to spread. For the first time in France, this fire became so hot that it created a rare weather phenomenon known as a fire cloud, which made the blaze even harder to contain, officials said.

In this case, The Times found that flawed landscape and forest management in the Bordeaux region most likely added to the risks. Those flaws included:

- Across the 23 towns evacuated during the fire, scores of homes had vegetation close to houses, The Times found.
- Firefighters sent to quell the blaze have found themselves battling fires in vegetation that had been allowed to grow next to buildings, according to the national firefighters' union.
- Nationally, more than 60 percent of French properties don't comply with the state regulations, according to Christophe Chantepy, a fire expert at the National Forests Office, citing visits that officials make to roughly 10,000 properties each year.

"There were very few actual changes made after 2022," said Arthur Guérin-Turcq, an academic at the Sorbonne University, who wrote his doctoral thesis on the aftermath of the 2022 fires and grew up in the area. His relatives fled their cottage after the fire broke out about nine miles away.

"There were no new fuel breaks or land management adjustments, and very few new firebreaks were created," he said. After 2022, he added, "We basically went right back to business as usual."

'We All Fell a Bit Short'

The forest west of Bordeaux, called Landes de Gascogne, sprawls across roughly three million acres, filling the southwest corner of France. It was planted in the 1850s after Napoleon III ordered regional swamps drained and pines seeded, for both his government and private landowners to use. Since then, it's become Europe's largest commercial forest, with tens of thousands of landowners harvesting the pines for paper, cardboard and wood.

In 2022, fires broke out in two places in the forest, burning through 80,000 acres. That disaster caused the government to adapt its firefighting strategy for the climate-change era and double down on its brush-clearing regulations.

But few have been enforced.

Bruno Lafon, the mayor of Biganos, a town roughly 12 miles south of where this summer's fire started, estimated that only 20 percent of residents with land abutting the forest had followed the rules, despite his repeated messages and annual meetings about them.

In the nearby town of Lanton, where 15 homes burned down this past week, Mayor Loïc Ballongue estimated the rate was 10 to 20 percent.

"I think we all fell a bit short," Mr. Ballongue said.

Many firefighters, trying to stop fires reaching such villages, were frustrated to find uncleared brush ablaze right next to homes, said Éric Brocardi, a veteran firefighter and spokesman for the national union, who spent two days meeting with firefighters on the ground.

"We're putting firefighters in harm's way because there are houses that need defending but haven't taken steps to make themselves defendable," he said. "Honestly we're even asking ourselves if, in the future, firefighters are going to put their lives on the line for houses that haven't followed legal brush-clearing rules?"

Some mayors say it's unfair to blame homeowners for the lack of enforcement, since residents often don't own the land that they're expected to clear. More than 90 percent of the forests are owned privately, by 150,000 small and big landowners, according to Stéphane Latour, the regional director of a state-funded forestry agency.

Cost is also an issue. Some villagers can't afford the price of clearing brush, which can cost thousands of euros and needs to be repeated annually.

"For the average person, it is incomprehensible," Mr. Ballongue said.

Mr. Lafon, the mayor of Biganos, said he had pushed unsuccessfully "for a tax exemption or financial contribution to incentivize people to do this work."

"If we don't have that, we're never going to get there," he added.

Olivier Halard, the mayor of another town damaged by the fire, Le Temple, said that the regulations were too weak and that the state should organize the clearance of all trees and brush within at least 50 meters of homes.

Still, Mr. Chantepy, the fire expert, said it makes sense to expect homeowners to pay for the tree felling instead of forest owners, because the houses were often built long after the forest was seeded.

"The forest owner didn't ask for a house to be built next to his forest," he said. Plus, it was in the homeowner's interest to follow the law, he said. In 90 percent of post-fire inspections in the past two decades, forestry agents find that the areas around burned houses were not properly cleared.

'Matches Stuck in the Ground'

According to some experts, the installation of more buffer zones near villages would have achieved only so much. Just as problematic was the failure to erect more firebreaks in areas of the vast forest that are far from human habitation.

Bad storms in 1999 and 2009 destroyed large plantation blocks in the forest, leading foresters to fill the gaps by planting many new pines.

That created large, contiguous blocks of trees of the same age and size — without open spaces and breaks in the landscape that help prevent fire from spreading, according to a 2023 report from France's top auditing institution.

"It's truly as if they were matches stuck in the ground, and as soon as the fire hits the bottom, it climbs right up to the top," Mr. Guérin-Turcq said.

After the 2022 fires, Mr. Macron said that more firebreaks should be built inside the forest, "especially when fire is a risk — which is to say, almost everywhere."

That, experts, landowners and mayors said, has not happened.

For example, between Saumos, where the fire started, and Le Porge, where 185 houses burned in recent days, "There were no adequate firebreaks to slow down the fire," Mr. Guérin-Turcq said.

According to Mr. Lafon, the process has been hampered by administrative roadblocks, objections from environmentalists and forest owners themselves, who are loath to give up part of their plantations for no return.

Even during the current fires, the local authorities took two days to approve the cutting of a new network of firebreaks, according to Mr. Lafon. The local prefecture did not respond to requests for comment.

Once permission was granted, Mr. Lafon's regional fire prevention association was able to cut 79 miles of new tracks, each more than 55 yards wide, in little more than two recent days, he said.

Still, single firebreaks can only do so much against a fire of this intensity. Christopher Maya-Torrico, a local farmer with a plot that is 90 meters wide, said the fire simply jumped over it.

The longer-term solution, experts like Mr. Guérin-Turcq said, is to break up the forest with different kinds of land use.

"The real question is: Can we do something other than forestry in the Landes forest? Couldn't we also bring in more agriculture or pastoral farming?" he said. "We need to step away from monoculture to better protect the forest. And that is the crux of the problem."

Giulia Imbert contributed reporting from Paris, and Jason Horowitz from Madrid.

Ukraine Is Making Inroads In Once-Hostile Territory: Trump's MAGA Movement

*This article is by **Anton Troianovski**, **Ken Bensinger** and **Constant Méheut**.*

WASHINGTON — Ukraine rolled out the red carpet for Laura Loomer, the far-right activist who frequently speaks to President Trump.

She sat down for about 40 minutes late last month with President Volodymyr Zelensky, conducted the first interview with Ukraine's new acting defense minister, dined with the country's chief rabbi and got a tour of an animal shelter, given her affection for dogs.

KENNY HOLSTON/THE NEW YORK TIMES

ANDREW KRAVCHENKO/ASSOCIATED PRESS

The far-right activist Laura Loomer visited Ukraine last month and met with President Volodymyr Zelensky.

"They view me as an extension of the Trump administration, even though I don't work for the Trump administration," Ms. Loomer said in an interview.

Speaking by phone from Kyiv, Ms. Loomer, who used to echo Russia's false talking points about Ukraine being run by neo-Nazis, marveled at the "shock waves" her arrival and newly pro-Ukrainian message had set off.

The stir around Ms. Loomer's trip reflects the years of effort that Ukraine and its supporters have invested in trying to undo the skepticism of the country's war effort harbored by Mr. Trump's MAGA movement and the president himself.

And it reveals how the right's split over the Iran war may also be redrawing the political battle lines over Russia and Ukraine.

Pro-Ukraine groups have long highlighted churches destroyed in Russian airstrikes and the persecution of some Christians in Russia. They have organized trips to Ukraine for conservative activists, pastors and influencers. They once took out a billboard with a Bible verse across from Speaker Mike Johnson's Louisiana church.

But they have struggled to make inroads with Mr. Trump, his closest aides and key right-wing voices. Steve Witkoff, Mr. Trump's friend and special envoy, kept traveling to Russia for meetings with President Vladimir V. Putin but not to Ukraine. Tucker Carlson, the former Fox News host, kept praising Mr. Putin, saying he is "trying to re-Christianize Russia." Mr. Trump kept saying he trusted the Russian leader.

"Ultimately, the president is the only person who matters," said Melinda Haring, a senior adviser at the pro-Ukrainian nonprofit Razom for Ukraine, where she directs outreach to the Trump administration.

While many MAGA figures have shown "personal support and sympathy" for Ukraine's cause, Ms. Haring said, they "can't do anything about it because Donald Trump hasn't changed his mind."

That is why Ms. Haring and other Ukraine supporters are now hoping that Ms. Loomer's visit represents a turning point. Ms. Loomer said she called Mr. Trump twice from Ukraine. On social media, she said she "fell for Russian propaganda" when she once called Mr. Zelensky "a self hating Nazi Jew."

There are some signs Mr. Trump may be giving more heed to Ukraine's arguments as Russia's invasion nears the four-and-a-half-year mark, but little to signal a decisive change in course.

The president said in early July that he would allow Ukraine to manufacture Patriot air-defense systems, then told The Financial Times last week that he was "not sure" he would do it.

He has maintained his sympathetic approach to Mr. Putin.

"I'd like him to end the war," Mr. Trump said of Mr. Zelensky after meeting with him at the White House last week. "I get along with President Putin. I get along with President Zelensky."

Mr. Zelensky came to Washington for the funeral of Senator Lindsey Graham, Republican of South Carolina. Some hope that Ms. Loomer can fill the void he leaves behind as a pro-Ukrainian voice in Mr. Trump's ear.

Ms. Loomer, who first rose to prominence in right-wing circles with her anti-Muslim and homophobic invective, proved her personal influence with Mr. Trump last year when she apparently persuaded the president to fire six of his national security aides. This year, she has aligned herself with Mr. Trump further by defending his decision to attack Iran.

It was the right-wing divide over Iran and Israel, Ms. Loomer said, that precipitated her change of heart on Ukraine. Two of her biggest online nemeses, Mr. Carlson and the podcaster Candace Owens, have doubled down on their Russia-friendly stances as they criticized the Iran war and the U.S. alliance with Israel.

"I realized all these people had something in common and that's that they all aggressively advocate for Russia in the Russia-Ukraine war," Ms. Loomer said. "I started to think to myself, what else are they lying about?"

Ms. Loomer, who has nearly two million followers on X, has said her work is funded by donors whom she declines to identify. She said in a May interview that she was finalizing her "pitch deck" for her meetings with donors. She said on X that the cost of her trip to Ukraine was "supplemented by private Americans who were worried about my safety."

An American reached out to her in late May, according to Ms. Loomer, offering the opportunity to travel to Ukraine. The individual, whom Ms. Loomer declined to identify, worked in the nonprofit sector and had led numerous trips to Ukraine for people interested in learning more about the conflict.

Her contact helped her organize the trip, arranging transportation and lodging, finding a local videographer to film Ms. Loomer and coming up with financial support to cover the costs of security while in Ukraine. Before Ms. Loomer's arrival, the person arranged for a number of trips, including to a drone factory, bomb shelters and numerous spots close to the front lines, as well as meetings with high-ranking officials.

Steven Moore, a former Republican chief of staff in Congress who founded a charity supporting Ukraine, said Ms. Loomer's visit marked a turning point because it counterbalanced major right-wing influencers who have largely echoed anti-Ukraine narratives, such as Mr. Carlson and Ms. Owens.

In recent months, Mr. Moore has seized on Ukraine's successful drone campaign against the Russian military to portray Mr. Putin as the one thing Mr. Trump has long said he despises most: a loser.

His group, the Ukraine Freedom Project, ran a "Putin is a loser" online advertising campaign highlighting Russia's battlefield human losses, the crippling of much of its Black Sea Fleet and the country's struggling economy.

"Nobody wants to be associated with a fool or a loser," he said. "Trump likes winners, he likes to be associated with winners and Ukraine is the winner right now."

In May and June, Mr. Moore's group hosted a 10-day trip to Ukraine for conservative media that included a public relations specialist working for Ms. Loomer, Andrew Moore. The group visited frontline military units, saw churches affected by the war and met with Kyrylo Budanov, Mr. Zelensky's chief of staff.

A month and a half later, Ms. Loomer was in Ukraine, rebutting the anti-Ukraine narrative she had once amplified. She met with Rabbi Moshe Reuven Azman, one of the country's leading Jewish religious figures, whose son was killed fighting Russian forces.

"The rabbi told me his dead Jewish son didn't fight alongside Nazis," Ms. Loomer, who is Jewish, wrote on social media.

She also recast the argument for U.S. support, framing it not as an act of charity — a characterization long promoted by Mr. Trump — but as an investment in American security, pointing to Ukraine counter-drone technology now being used to help U.S. allies in the Middle East defend against Iranian attacks.

Joe Lindsley, a former aide to Roger Ailes, the architect of Fox News, said it was the kind of argument that could resonate with the MAGA base.

"Trump needs a language with which he can sell Ukraine to the American people," he said. "And Laura Loomer is giving him that."

Anton Troianovski reported from Washington, Ken Bensinger from Los Angeles and Constant Méheut from Kyiv, Ukraine. Kim Barker contributed reporting from London.

NEWS ANALYSIS

Iran War Deepens Doubts on U.S. Credibility

By STEVEN ERLANGER

ARASH KHAMOOSHI/POLARIS FOR THE NEW YORK TIMES

A banner showing the late supreme leader, Ayatollah Ali Khamenei, in Tehran's Grand Bazaar.

BERLIN — To America's allies, President Trump's war in Iran, now in its sixth month, seems headed for a strategic defeat.

They worry that the inability of the United States to turn military superiority into a sustainably changed Iran has displayed a vulnerability that Russia and China will welcome. In addition, Mr. Trump's goals remain unmet, and the U.S. military is running short on key armaments that it needs for global reach.

For the moment, Iran is seemingly resolute under a more radical government, its nuclear and ballistic missile programs are degraded but not destroyed, and the Strait of Hormuz is effectively under its control. The war has left both the United States and Israel in weaker positions — and blaming each other for the mess.

Iranian missiles and drones not only restrict traffic through the strait and damage the economic infrastructure of allied energy production, but they also continue to threaten American bases across the Middle East and have killed or injured American service members.

With Mr. Trump's aims shifting, Washington is losing credibility both militarily and diplomatically, analysts said. Its conduct in the war underscores the impression that the United States is an unpredictable instrument of global disorder, they said.

The war may evolve, but so far the result has been "a strategic loss and an embarrassment," said Robin Niblett, a former director of Chatham House, a think tank in London. "For U.S. allies and those who rely on the U.S. for security, this is confirmation that you can't trust the United States."

Even if the Islamic Republic collapses, he added, "people won't forget that their security and their future were dragged into question by an unpredictable and wavering U.S. foreign policy."

European allies remember Mr. Trump's vow to seize Greenland from a NATO ally and his threats to leave the alliance unless other allies met his spending goals. Middle Eastern allies see their own security undermined by this war, even if they are too committed to Washington to abandon partnerships with the United States. But they are already hedging, looking for repaired ties with Iran and better relations with Europe, China and Russia, said Ali Vaez, the Iran project director for the International Crisis Group.

Many countries disliked the global order as it was, Mr. Niblett said, but there was one. "Now America has confirmed itself as a force of disorder, and everyone is drawing lessons from it and trying to be less dependent," he said. "No one wants to be subject to a whipsaw foreign policy that doesn't know its limits, and that is a strategic defeat."

Mr. Vaez cited other recent developments as evidence that the United States has lost credibility as a guarantor of allies' security, including Mr. Trump's abrupt change of demands last month after announcing a landmark nuclear agreement with Saudi Arabia.

"The Saudis do a nuclear deal with Trump that he walks back in 24 hours," Mr. Vaez said. "This is the crisis of credibility of the U.S. Neither its military prowess nor its diplomatic promises can be trusted."

Mr. Trump has argued that it is vital to prevent Iran from gaining a nuclear weapon and that it will eventually cede to superior force. Eventually, he said on Friday, he expects Iran to realize it can't take any more punishment and will negotiate on U.S. terms.

"We'll be hitting them. We'll be hitting them very hard," Mr. Trump said. "At some point, they're going to say, 'We just can't take it anymore.'"

But he's losing whatever faith he had in the Iranians, complaining that they "always want to talk" but break their word after negotiations. "They'll get weaker," he said, "and then they peter out."

World War II left the United States stronger at home and with more influence abroad. But since then, America's military record has been a mixed bag. Enemies more willing to suffer the pain and expense of conflict, as in Vietnam, Iraq and Afghanistan, outlasted the United States.

This war in Iran may turn out similarly, with Washington finding a sufficient reason to cut its losses and go home.

Already, the conflict "has undermined U.S. deterrence and credibility, antagonized America's allies and delighted its adversaries," said Aaron David Miller, a former American negotiator and now a senior fellow at the Carnegie Endowment for International Peace. "And if the Strait of Hormuz falls under Iran's leverage and control, it will constitute nothing less than a strategic defeat."

A severe shortage in crucial air-defense munitions like Patriot missiles is having a secondary effect in Ukraine and showing Russia and China — as well as NATO — that the United States will be less capable for years at least to both resupply its allies and fight a lengthy war.

The war has also badly damaged the vital alliance between the United States and Israel, said François Heisbourg, a French security analyst. American officials including Vice President JD Vance have suggested that Prime Minister Benjamin Netanyahu of Israel was overly optimistic while convincing Mr. Trump that the war would be quick and decisive.

Added to already negative views of Israel and Jews more generally stemming from the long conflict with Hamas in Gaza, which some call genocide, this war has increased antisemitism in the United States and beyond, some polls show.

The most important negotiation now, he and Mr. Vaez agreed, is between Iran and Oman over control of the Strait of Hormuz, which both countries border. Iran wants sole control over the strait's northern route and shared control over the southern route, which would give it an effective veto over traffic, Mr. Vaez said. While Oman, which Iran is convinced is influenced by Saudi Arabia and the United States, argues for a voluntary fee for passage, Iran is demanding a compulsory one.

"This may be the end of the law of the sea as we've known it," said Mr. Heisbourg. Freedom of the seas has been an American vital interest from its founding, he noted, but it is now at risk.

Even if there is agreement on the strait, Iranian officials believe there is no guarantee Mr. Trump will accept it, analysts said. The Iranians remember that Mr. Trump tore up the 2015 nuclear deal and attacked Iran twice during more recent nuclear negotiations. So they are insisting on a final deal on the strait before any new memorandum of understanding can be negotiated with Washington, Mr. Vaez said, and they also want a pullback of U.S. offensive military assets.

"The Iranian calculus is simple," he said. With its regional proxies in retreat, "they need the leverage the strait provides them to extract concessions from the U.S. and get a guarantee that an attack on Iran can't happen again."

Their position may be strengthened by the decision of their Yemeni ally, the Houthis, to blockade the Bab el-Mandeb strait that Saudi oil exports pass through on their way to Asia.

But even decision makers in Iran who favor further negotiations with the United States are losing confidence that Mr. Trump will be able to keep to any deal over the Strait of Hormuz or anything else, argued Esfandyar Batmanghelidj of the Bourse & Bazaar Foundation, a research institution focused on economic diplomacy.

"Iranian leaders have become intensely pessimistic about what diplomacy with the Trump administration can achieve," he said.

Washington has started a war it does not seem to know how to win or end, while Iran is mistrustful that any deal reached will be implemented. The coming weeks are likely to see a continuing cycle of ad hoc truces and escalation, Mr. Vaez said, a new form of forever war.

NOTICES

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The Brief, Puzzling Surge From Morocco Into a Tiny Spanish Territory

From Page 1

FINBARR O'REILLY FOR THE NEW YORK TIMES

Tensions erupted between two men who migrated from Morocco on the streets of Ceuta, Spain.

years ago, the last time so many non-Europeans surged into European-held territory, upended the continent's politics and spurred the rise of its anti-immigrant right.

As the city's residents hunkered down and shuttered their stores, groups of mostly young men with nowhere to go filled squares and avenues, condominium courtyards, hilltop overlooks and bridge underpasses. Some took dips in waters patrolled by a Spanish naval ship or waded through a band of floating detritus — plastic bags and water bottles — caught in the current. Others marched across a beach littered with the things their fellow arrivals had carried: single shoes, a shed wet suit, mobile phone cases, an ID card from Casablanca.

Spanish soldiers, many of whom had been mobilized on Thursday to deal with the crisis, stood on nearby tanks. They watched the migrants drink water from beach showers, each shaped like vertical surfboards and branded with the slogan, "Ceuta, where you feel the emotions."

Nearby, young teens laughed under the whirl of patrol helicopters as they tried out the exercise equipment at a beach playground. Mr. Ahmidho wore a pink bathing suit and stood bare-chested, his black T-shirt slung over his shoulder. The soles of his feet were cut, he said, from clambering over rocks near the border.

His voyage had been a disappointment, he said. Like so many, he had come to find work, only to find soldiers and policemen harrying him to leave. "There's no water, there's no food, there's no place to sleep," he said. "There's nothing."

As the migrants took over the streets, residents mostly stayed hidden in their homes, keeping their shops and businesses closed.

Emerging briefly, Francisco Pérez, 68, rushed his grandchildren into car seats as the migrants walked around him. He said his granddaughter had asked why they couldn't go to the beach, and why there were "so many Moroccans." The locals, he said, were "scared" and furious with the Spanish government, which, he said, had abandoned them.

Pedro Sánchez, the Spanish prime minister, tried to avert such reactions by rushing to Ceuta on Friday morning to show his support for its citizens and also to condemn the influx as a "violation of Spain's territorial integrity."

For Mr. Sánchez's right-wing critics — both at home, around Europe and throughout the world, including at the White House — the surge of migrants was an indictment of his pro-immigration policies. His government allowed more than one million migrants illegally living in Spain to apply for legal residency this year — a move that his opponents said had helped to entice the migrants.

To opponents of immigration, the footage of migrants sweeping into the tiny Spanish territory amounted to Exhibit A for their case. Ceuta, all of a sudden, became an international emblem for the perils of unchecked illegal immigration.

> *'There's no water,' one migrant said. 'There's no food, there's no place to sleep.'*

In response, Mr. Sánchez blamed human traffickers for misleading the migrants about how easy it would be to claim asylum in Spain — and noted that, despite his migrant-friendly policies, Spain has attracted fewer illegal migrants in recent years than some European neighbors.

It is still unclear why so many people came to Ceuta. Many of the Moroccans who wandered around Ceuta on Friday wondered if the doors hadn't opened because of some unknown plan by Morocco, which has been accused of using immigrant flows in the past for political pressure.

"I don't know why they let us through," said Ajoub el-Arrot, 24, who said he heard about the open border on social media. "Maybe they had some political reason. They opened the border and let everyone go by."

He added, "When there are political problems, Morocco opens the doors and tells us to go."

Douae Tabit, 19, who also said she heard about the unchecked crossing on social media, said it went "viral" and passed by word of mouth, attracting people from all around Morocco. Fluent in English, French and Spanish, she said she worked as a nurse and photographer and spontaneously decided to take advantage of the opportunity.

She climbed over a fence and swam to the Spanish shore, she said, but she had expected something more welcoming: No one had food, water or a place to sleep. Still, she said, "I'm not going back."

Many seemed not to know exactly what they were doing there.

Young men, shirtless or in soccer jerseys, marched barefoot or sometimes in a single sandal, as if in an aimless parade. One teenager gently knocked on the grate of a closed food market while others hovered longingly around the city's locked supermarkets.

As Friday morning turned to afternoon and the harsh sun burned away the clouds, men sought shade wherever they could. One group gathered under a hulking statue of Hercules near the port terminal. Others leaned against gas station pumps or reclined under the tents of abandoned stalls that had been raised for a local food fair. Still more looked in trash bins for food, or begged passersby for water. One woman fainted by a Zara store.

Sulayman Ahmed, 15, a resident of Ceuta who is of Moroccan descent, said he couldn't believe that Morocco was letting so many people through.

"They have to put more resources to stop people from coming," he said, complaining that the appearances of politicians at the border, including that of Mr. Sánchez, amounted to "theater."

As the day progressed, it became clear many of the migrants were leaving. By the boardwalk, they hovered around Spanish soldiers who had hooked a mobile phone to stereos that played messages in Arabic telling them to go home. Other Spanish soldiers and police officers threatened the migrants, waving their sticks to push them back to the border. In the city, a roving band of young Spanish men chased down and intimidated Moroccan stragglers.

Even as a sprinkling of late arrivals waded through the water, a mass return was underway.

By 6 p.m., 48,300 people had gone back across the border, according to Spain's interior ministry. They crossed into a small beach between the countries' border fences, its sands strewed with clothes and plastic bags, as Spanish soldiers yelled for migrants to keep moving out of Ceuta. Then they walked past iron gates topped with barbed wire and floodlights, back into Morocco.

Mr. Ahmidho moved in the long line, deeply disappointed with his adventure across the border.

"They had nothing for us," he said. "They were screaming, 'Get out of Spain.'"

Spain Installs Floating Barrier Amid Contentious Debate Over Migration Policies

Dozens Have Died Trying to Enter Autonomous City

By CARLOS BARRAGÁN and LYNSEY CHUTEL

CEUTA, Spain — The Spanish authorities said on Saturday that they were installing a floating barrier near a sea wall between Morocco and the autonomous city of Ceuta, after a surge of tens of thousands of migrants into the territory two days earlier raised questions across Europe about Spain's ability to control its borders.

The announcement, from Spain's Interior Ministry, came as a vast majority of those migrants appeared to have left Ceuta, a Spanish exclave in North Africa. For those who have stayed, and who have tried to evade the police and angry crowds of locals, the next steps remained unclear.

At least 48,300 of the roughly 50,000 to 60,000 people who entered from Morocco had returned there by late Friday afternoon, according to Spain's Interior Ministry, while hundreds more continued to leave throughout the night. A press officer for Spain's government in Ceuta said at least 67 people died trying to enter the city in recent days.

The crisis in Ceuta prompted over 20 European Union countries to write a letter to the European Commission asking for an emergency meeting of interior ministers. Prime Minister Pedro Sánchez of Spain wrote his own letter to the commission that defended his government's migration policies and accused those who had called to suspend Spain from the bloc's free movement zone of being "selfish."

Most of the migrants who entered Ceuta were young Moroccan men seeking work. On Saturday, a few hundred migrants from elsewhere in Africa rested on a beach in the city's northwest. Many said that they believed Spain could not return them to Morocco because they were from other countries.

"I don't want to go to Morocco," said Kamal Omar, 24, who said he left his home in Sudan in 2023 because of the civil war there and arrived in Morocco last year. "Please give us protection."

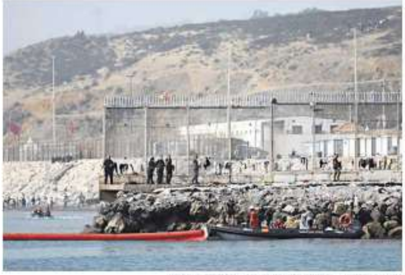
The Spanish government appeared focused so far on bolstering Ceuta's border with Morocco. On Friday, Mr. Sánchez said Spain would install buoys to "create a containment barrier, a physical barrier, if only a visual one."

The buoys will also comply with a recent ruling from Spain's Supreme Court that may have prompted the influx of migrants this past week, Mr. Sánchez said.

Mr. Sánchez blamed human traffickers for spreading misinterpretations about the ruling, which said that migrants intercepted at sea could not be immediately sent back unless they had bypassed a barrier while trying to reach Spanish territory.

FINBARR O'REILLY FOR THE NEW YORK TIMES

Exhausted migrants, above, slept on a beach in the autonomous city of Ceuta on Saturday after crossing from Morocco while others, far right, gathered at a public shower while awaiting humanitarian assistance. The Spanish government began to install floating barriers, right, in an attempt to prevent a repeat of this past week's wave of crossings.



JORGE GUERRERO/AGENCE FRANCE-PRESSE — GETTY IMAGES

FINBARR O'REILLY FOR THE NEW YORK TIMES

The new structure is an inflatable barrier 500 meters (about 1,600 feet) long that extends as much as one meter below the surface, the Interior Ministry said in a statement. It will be reinforced by an outer line of anchored buoys provided by the Spanish Navy, the ministry said.

Judith Sunderland, of Human Rights Watch's refugee and migrant rights division, said that Spain's plans were "raising red flags."

"It is hard to imagine how the authorities would intercept people trying to swim around the barrier," Ms. Sunderland said. She recalled a 2014 episode in which Spain's Civil Guard fired rubber bullets at a group of migrants trying to reach Ceuta from the sea. At least 15 people died in that attempt.

Mr. Sánchez's critics on the right, who have seized on the crisis to portray him as too lax on immigration, called the new measure inadequate.

"You don't secure a border by putting buoys in the sea," Alberto Núñez Feijóo, the leader of the conservative Popular Party, the main opposition group, said on Friday.

Mr. Sánchez hit back on Saturday at the many anti-immigrant leaders and right-wing politicians in Europe who had blamed his government's migrant-friendly policies for the crisis.

In a letter to the European Commission, Mr. Sánchez said some "have chosen to attack Spain and to call for its temporary exclusion from the Schengen Area," which allows for freedom of movement among European countries.

"Such an attitude — driven by prejudice, fake news, ignorance or political interest — is not only contrary to European law, humanitarian law and the principles of solidarity that bind us together," Mr. Sánchez wrote in the letter, which his office shared on Saturday.

"It is also contrary to Europe's long-term interests and to the most basic common sense," he added, noting that Spain has one of the least porous external borders in the E.U.

Twenty-two European leaders wrote their own letter to the European Commission on Saturday, calling for an urgent meeting of interior ministers and a coordinated response to the crossings in Ceuta.

The letter, signed by Prime Ministers Giorgia Meloni of Italy and Mette Frederiksen of Denmark and Chancellor Friedrich Merz of Germany, among others, said the E.U. could not allow mass crossings to create the impression "that a migrant's illegal entry can turn into a legal stay."

That "would encourage further attempts, undermine confidence in our common migration policy and have repercussions for all member states," the leaders wrote.

Ceuta has been governed by Spain for centuries, along with Melilla, another autonomous Spanish city farther east along the same coast. The territories, which have the E.U.'s only land borders with Africa, have long been a source of tensions between Spain and Morocco. While Ceuta is part of the bloc and the Schengen Area, it operates under special rules that require additional border controls before people can travel onward to mainland Spain and the rest of the bloc.

On Saturday, young Moroccans were still wandering the outskirts of Ceuta, looking for food or sheltering under trees' shade, then rushing into the hills or hiding in the brush when police officers or soldiers approached.

"There is still a sense of unease among the population," Juan Jesús Vivas, the president of Ceuta, said on Saturday.

Aida Alami contributed reporting from Morocco, and Jeanna Smialek from Brussels.

PHOTOGRAPHS BY CHANG W. LEE/THE NEW YORK TIMES

A woman collecting water from a stream near a home that collapsed after last week's earthquake in Kumamoto Prefecture, Japan.

JAPAN DISPATCH

Earthquake and Heat Pose 'Double Disaster'

This article is by ***River Akira Davis, Hisako Ueno*** *and* ***Kiuko Notoya.***

In the aftermath of the major earthquake in southwestern Japan, emergency workers and thousands of displaced residents are mounting a grueling recovery amid sweltering heat.

Four days on, the death toll from Tuesday's magnitude-6.8 earthquake in Kumamoto has risen to 36. Rescue workers have been navigating aftershocks — around 300 so far, according to the Japan meteorological agency — as well as temperatures nearing 100 degrees to reach any survivors still trapped in collapsed buildings. More than 9,000 people are sheltering in evacuation centers.

In the muggy evening heat at the mangled Aeon shopping mall, hundreds of rescue workers toiled in rotating shifts hoisting slabs of concrete and twisted metal in search of survivors. Seven people were killed when the building's second floor collapsed, while five were pulled from the rubble alive.

"We don't know if that's everyone, so we're still going nonstop," said Takeshi Ueda, a Kumamoto police official stationed at the mall on Thursday evening. Heat trapped inside the gutted building from heavy equipment has been "brutally tough" for workers wearing heavy gear and masks, he said.

It is also dangerous, with "steel framework held up by threads," he added. "Operating under those conditions is grueling."

In Kumamoto, relief efforts in the coming days and weeks will be critical.

When powerful earthquakes struck the region in 2016, direct casualties initially numbered around 50 from collapsing structures. The disaster's total death toll eventually surpassed 270 as evacuees succumbed to secondary health complications, brought on by stress and prolonged stays in cramped shelters and cars.

This time, the main challenge is likely to be battling heat.

Left, a middle-school gymnasium in Yatsushiro that was converted into an evacuation center. Right, the Nippon Paper Industries factory, where nine people died when a chimney collapsed.

Tuesday's tremor was the first of this seismic intensity to strike the earthquake-prone country during the height of its blistering summer months.

Since the quake, dozens of people in Kumamoto have been transported to hospitals with suspected cases of heatstroke, according to local officials' tallies.

"This summer's intense heat represents a situation that can truly be described as a double disaster," Minoru Kihara, Japan's chief cabinet secretary, said at a news conference on Friday. Mr. Kihara promised support from the national government to help the prefecture secure air-conditioning equipment.

A Tragedy Compounded

Conditions in Kumamoto City, the biggest in the prefecture, were largely undisrupted in the days following the quake. But south of the city, the roads were cracked and buckled and plumes of black smoke were visible in the distance. In Yatsushiro, near the epicenter, rows of old wooden homes with tile roofs lay flattened, their contents spilling into the streets.

Eiko Ishibashi, 69, went to an evacuation center in Yatsushiro, a converted middle-school gymnasium, to escape the heat after violent shaking from the earthquake had broken the air-conditioner in her home. The major earthquake that struck Kumamoto 10 years ago occurred in the more temperate month of April, she noted.

"But this time it's just so hot," she said.

On Monday, temperatures in some parts of the prefecture are projected to hit 40 degrees Celsius, or 104 degrees Fahrenheit, the threshold for what meteorologists in Japan are now calling "kokushobi," or "cruelly hot days."

According to prefectural officials, 374 evacuation centers have provided refuge for residents whose homes were destroyed or left without functioning utilities. But many of these facilities lack air conditioning.

In Yatsushiro, the evacuation center at the middle school had roughly 280 families and does have climate control. Volunteer students checked in residents at the entrance, while evacuees rested inside, many napping on blankets spread across the cool gym floor. The facility had recently begun bringing in evacuees from a nearby elementary school that lacked power for air conditioning.

"Given the time of year, places without functioning air conditioning are basically unusable," said Atsuko Koide, a Yatsushiro City government worker overseeing operations at the site. Even with air conditioning at the middle school, several evacuees were hospitalized with heatstroke after returning to their damaged homes during the day to clear debris, she said.

"Unless the lifelines of water and electricity are restored, we're not going to see a decrease in evacuees here anytime soon," Ms. Koide said.

Masae Taniguchi, 73, was among the Yatsushiro residents clearing debris from her home on Friday. When the earthquake hit, she was sitting on a couch, which slid across her house in the shaking. "The tremors were so unbelievable — they just wouldn't stop," she said. "At one point I completely gave up and thought 'I'm going to die right here.'"

On Friday, Ms. Taniguchi's home had electricity but no running water, forcing her to step out into the heat three times a day to fill buckets using a hose connected to a groundwater supply at a store across the street. She lives a few streets away from the Nippon Paper Industries factory, where nine people died when a chimney collapsed. The last missing worker at the facility was found dead on Thursday.

Ms. Taniguchi, who had worked until retirement at the plant, said that she knew several of the workers who had died. "I watched smoke from those chimneys my whole life," she said. "It's so heartbreaking."

Rescue Team Finds Body Of Eminent Mountaineer After Deadly Avalanche

By BINOD GHIMIRE and ELIAN PELTIER

Nirmal Purja, a renowned British-Nepali mountaineer who was celebrated for summiting a cluster of the world's tallest peaks in record time, was found dead after an avalanche struck Pakistan's Broad Peak, one of the world's highest mountains, on Thursday. He was 43.

The influential guiding company he founded, Elite Exped, confirmed the death in a social media post on Saturday.

Mr. Purja's prodigious climbing achievements inspired a 2021 Netflix documentary. But his reputation was marred when two women said in 2024 that he had made unwelcome sexual advances toward them, allegations he denied.

Along with nine other climbers spread across four teams, Mr. Purja had set off for the summit of Broad Peak early Thursday morning. Tour operators lost contact with the climbers by 9 a.m. local time, and reports of an avalanche surfaced on Thursday evening.

Hassan Aljabal Ramal, a business partner of Mr. Purja's, confirmed to The New York Times that Mr. Purja's body had been found, but did not immediately confirm whether the body had been recovered. After the rescue team in Pakistan suspended its work on Friday evening, local officials said the bodies of several climbers had been located by drone.

Elite Exped said in its post that other climbers had died, naming "his trusted climbing partners and guides, Pur Bahadur Gurung (Yukta) and Nima Sherpa," and at least three other climbers had been confirmed dead as of Saturday afternoon. Local officials did not immediately reply to a request for comment.

Nepal's prime minister, Balendra Shah, posted a tribute to Mr. Purja on social media. "Although the physical journeys of Nirmal Purja and the other fallen climbers have come to an end," he wrote, "their courage, determination and contributions to mountaineering will endure."

Nirmal Purja, known as Nimsdai or Nims, was born on July 25, 1983, in the village of Dana in the Myagdi district of Nepal, and grew up in Chitwan, near Kathmandu. In his 2020 memoir, "Beyond Possible," he wrote that from a young age he had aspired to join the military, like his father and older brothers.

His family was poor, but from a young age he was educated at an English-speaking boarding school. "Everybody slept in a hostel, where the older kids held the power and the teachers beat the children if they ever stepped out of line," he told National Geographic in 2020. "I had to learn how to survive in such a tough environment."

He joined the British Army in 2003 as a member of the Gurkhas, Nepali soldiers who have fought for Britain for over 200 years. After serving for six years, he was the first Nepali accepted into the British Special Boat Service, an elite special forces unit of the Royal Navy, and acquired British citizenship while serving.

Mr. Purja wrote in his memoir that he discovered a love of mountaineering during his time in the boat service. By 2016, he had climbed several major mountains, establishing a reputation as one of Nepal's best mountaineers.

In 2018, he resigned from the military, forfeiting his pension, to embark on what he called Project Possible, aiming to climb all 14 of the so-called death zone mountains — those higher than 8,000 meters (about 26,000 feet) — in record time.

He started his attempt in April 2019, and climbed six mountains in Nepal in 31 days and five peaks in Pakistan in 23 days. On Everest, he took a photograph of climbers waiting to reach the summit, which went viral and contributed to a debate about dangerous overcrowding and pollution on the mountain.

On Oct. 29, he summited the 14th peak, Shishapangma, in Tibet, meaning he had completed the full cycle in just six months and six days, beating the previous attempt by over seven years. (Researchers later said that he had stopped short of the true geographic peaks of two of the mountains, though he corrected that on later climbs.)

Mr. Purja's achievement gained worldwide attention and was featured in the Netflix documentary "14 Peaks: Nothing Is Impossible." In 2023, his record was broken by Kristin Harila and Tenjen Lama Sherpa, who completed the climbs in 92 days.

NAVESH CHITRAKAR/REUTERS

Nirmal Purja's climbing achievements inspired a 2021 Netflix documentary.

Mr. Purja repeated the 14 peaks in 2024, this time without supplemental oxygen. On Monday, he wrote on social media that Broad Peak was the penultimate mountain on his second attempt to summit all 14 peaks without oxygen.

Mr. Purja's survivors include his wife, Suchi Purja, and their daughter.

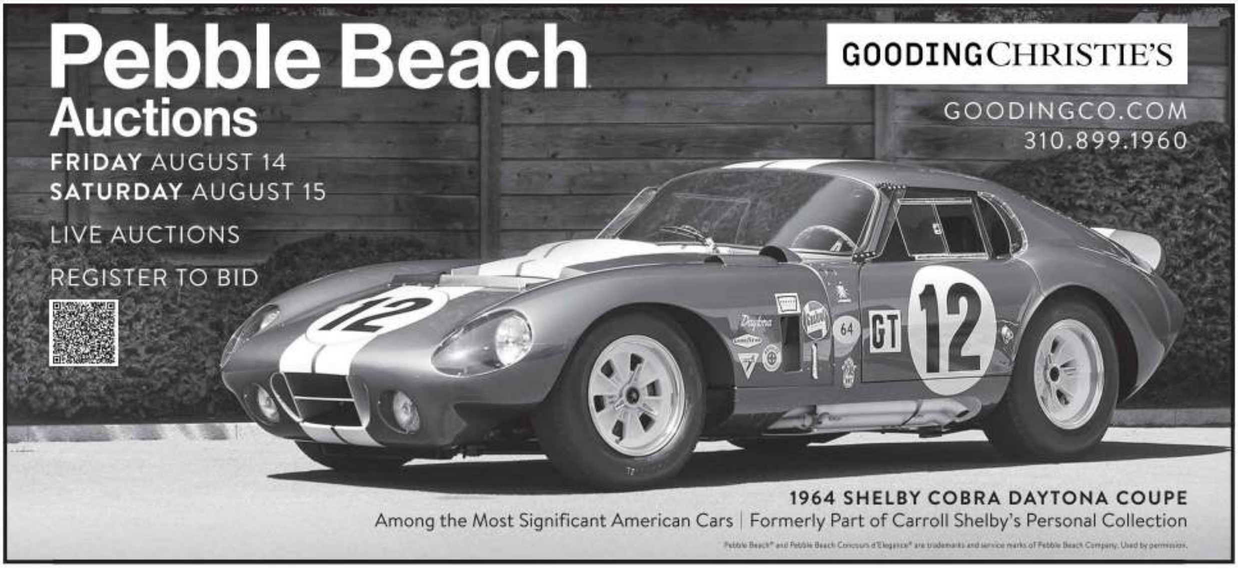
Mr. Purja had been accused of sexual abuse by female climbers, including by a former client of Elite Exped. In a 2024 New York Times article, Lotta Hintsa, a professional mountaineer and former Miss Finland, described an encounter in her hotel room in which she said Mr. Purja removed her clothes despite her protests. In the same article, Dr. April Leonardo, an American physician who employed Mr. Purja as a guide on K2, said that he repeatedly propositioned her for sex during the climb. A lawyer for Mr. Purja at the time said that Mr. Purja "unequivocally denies the allegations of wrongdoing."

Over the course of his climbing career, Mr. Purja summited 8,000-meter peaks 56 times. In January 2021, he was part of the team that made the first successful winter ascent of K2, the world's second-highest mountain.

In his memoir, he recalled a close call with an avalanche on Annapurna, one of the "death zone" mountains.

"God knows how much snow smashed over us at full force, hammering and tearing at the tent," he wrote. "I expected to be swept down the mountain at any second, all of us tumbling over one another, until suddenly, unexpectedly, everything became still again. We'd survived."

Francesca Regalado contributed reporting.



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California Gave Rise to Drive-Throughs. Some Cities Are Just Fed Up.

By SHAWN HUBLER

PHOTOGRAPHS BY GABRIELA BHASKAR/THE NEW YORK TIMES

In-N-Out Burger drive-through lines snaking around the nearby Culver City Costco in Los Angeles, and near the Los Angeles International Airport, bottom middle. Leaders in several cities are calling for crackdowns on drive-throughs, arguing that they threaten clean air, safe streets and walkable communities.

LOS ANGELES — It was lunchtime on Saturday in Southern California and the hunger was 20 cars deep at the In-N-Out Burger drive-through line. Nose to taillight, the traffic streamed into a jammed parking lot anchored by the Culver City Costco — past seas of parked cars, around families with heaped carts and toward the Costco gas station and 15-minute oil change shop.

The sun glared at the pavement. The air smelled of hot exhaust and onions.

"This traffic is insane," said Pierre Amoore, a 64-year-old photographer from Santa Monica tucking into a $6.35 Double-Double in the front seat of a Hyundai. "But this is the best burger in the world to me."

Is such gratification worth the chaos? That has been the sizzling debate lately in parts of California, the car-obsessed state that gave rise to America's drive-through culture. Leaders in several cities are calling for drive-through crackdowns, arguing that they threaten the modern California Dream of clean air, safe streets and walkable communities.

This summer, Culver City, a five-square-mile community with about 40,000 people on the congested Westside of Los Angeles County, moved to halt what locals complained was an untenable pileup of drive-throughs.

Besides the In-N-Out near the Costco, there are already locations, just minutes away, at either end of Los Angeles International Airport, and another just over the Culver City line that has become a local legend for its meandering queue that routinely stretches for blocks past homes and apartments on a residential side street.

So when the iconic California chain proposed another location with a 26-car queue and 61 parking spaces at the juncture of three major streets — a "mega-drive-through," as neighbors called it — it touched off a rebellion. And the city made headlines.

"I have been on the City Council for a year and a half, and nothing we've done has caused this much attention," said Bryan "Bubba" Fish, the vice mayor, who also works as a transportation deputy for a member of the Los Angeles County Board of Supervisors. "Look, I love a burger and fries as much as the next person. But hundreds of people were writing in, worried about traffic, air quality, safety and mobility."

When the City Council responded with a plan to permanently ban new drive-throughs, however, they were unexpectedly pummeled with right-wing blowback.

The New York Post called it a "war on fast food." Commentators on Newsmax said the vote was "anti-family."

Tens of thousands of drive-throughs operate in California, the nation's most populous state. The founders of In-N-Out, in fact, are credited with inventing the genre when they hung a two-way speaker outside their Los Angeles-area restaurant in 1948.

Drive-throughs spread in the 1960s with the nation's freeway system and took off in earnest in the 1970s as places like Southern California filled with single-family tract homes and two-car garages. As baby boomers came of age, drive-throughs were a source of family-friendly convenience and cheap eats.

They also were a signature symptom of a landscape that spewed pollution. A ban in the Central Coast college town of San Luis Obispo, Calif., in 1982 inspired scattered restrictions, mostly in places where the architecture was less suburban and the air quality more challenged — South Pasadena, Sierra Madre, Claremont. As the century turned, new urbanists also inveighed against drive-throughs, saying they undermined everything modern American cities now value: livable neighborhoods, safe and clean streets, space for bicycling and hiking, shopping local.

Then, just as policies were starting to shift, the coronavirus pandemic sent consumers back to drive-throughs. Traffic rose 30 percent nationally from 2019 to 2022, according to the food service research firm Technomic, as terrified Americans avoided each other. Chains like Taco Bell and Chipotle supersized digital pickup lanes. Chick-fil-A developed a two-story, four-lane drive-through that delivered food on a conveyor belt from the kitchen.

Now, the pendulum has swung again.

Fast food restaurants, which according to industry experts earn about 70 percent of their revenue through drive-through windows, have been seriously squeezed. Prices have soared for energy, beef, credit card use, labor and other necessities of operation, while discretionary income has shrunk, especially among poorer consumers.

DoorDash, delivery bots, Ozempic and cyclospora outbreaks haven't helped.

In California, where the $20 hourly minimum wage for fast-food workers is the nation's highest state rate, one of the largest Carl's Jr. franchisees filed for bankruptcy protection this year. Other chains have been more resilient: In-N-Out, which has become a sort of unofficial state tourist attraction, is adding three new California restaurants.

Even the "haves" of the drive-through world, however, have been facing a tough crowd in California's more affluent markets. Santa Monica has continued to ban drive-through restaurants even in the midst of a municipal budget crisis.

'This traffic is insane. But this is the best burger in the world to me.'

PIERRE AMOORE, who braved an In-N-Out line for a Double-Double.

In Wine Country, a review of the zoning code in the city of Napa prompted the Planning Commission last month to develop a drive-through ban that could include not only restaurants but also dry cleaners and car washes.

In Santa Barbara County, planning commissioners debated spillover traffic and "odor abatement" for months before they finally voted in June to let a Chick-fil-A drive-through open at the site of a shuttered IHOP. The city of Santa Barbara, the county seat, has banned drive-throughs for decades.

A proposed In-N-Out in Palm Springs is still awaiting its shot after two years of city hearings. Concerns include traffic and fears that the architecture isn't mid-century modern enough.

Drive-throughs offer jobs and low-cost meals, but exacerbate traffic jams, block sidewalks, generate air pollution and endanger pedestrians and bicyclists, said Charles L. Mahron Jr., a land-use planner and president of Strong Towns, a nonprofit based in Minnesota that promotes civic engagement. In recent years, he said, community resistance has tended to correlate most with affluence. Long lines of cars, he said, don't encourage tourists to window shop at boutiques or linger at sidewalk cafes over croissants and cappuccinos.

"Wealthy people enjoy In-N-Out, too," said Mr. Mahron. "But drive-throughs tend to be a more working-class experience."

The resistance in Culver City has come as the community — known a generation ago for its proximity to show business and relatively affordable houses — has become one of the more in-demand addresses in Los Angeles.

Now, its $117,389 median household income is about 30 percent higher than the county's. The local Erewhon market sells $22 probiotic smoothies. The downtown is a destination, with gastro pubs, tech employers, mixed-use apartments and soundstages.

"People used to move to Culver City because it felt like a small town," said Vanessa Martin, a mother of two who lives near the proposed drive-through and organized the neighborhood against it. "Houses here are $2 million now."

Ms. Martin said that she had no opposition to development that was appropriate for the space and had "no beef with In-N-Out, for that matter," but the site of the proposed drive-through was near a school, a park and a residential neighborhood.

"That intersection is already gnarly," added Paul Hewitt, an actor, Little League coach and father of two who papered the neighborhood with fliers. Last month, the City Council extended a moratorium on all drive-throughs while it drafted a plan to ban them for good.

A representative for In-N-Out said that "as a private, family-owned company, we generally don't comment publicly on business matters." But a senior development manager for the company, Peter Kulmaticki, told the City Council in June that the company was "surprised" by the proposed ban and found it unnecessary.

Local ordinances already allow the city to mitigate traffic, noise, trash and any other issues, he said, and it wasn't as if Culver City was besieged — 28 uneventful years had passed since the city last approved a drive-through. That was also an In-N-Out, Mr. Kulmaticki noted.

The one at the Costco lot.

DOUBLE-DOUBLE $6.35 610 cal
CHEESEBURGER $4.40 430 cal
HAMBURGER $3.85 360 cal
FRENCH FRIES $2.40 360 cal
SHAKES $3.20 600 cal
Order Here
IN-N-OUT BURGER

The In-N-Out founders are credited with being the first, in 1948, to invent and post a two-way speaker for a restaurant.

PHOTOGRAPHS BY NIC COURY FOR THE NEW YORK TIMES

Abandoned vines at Paraiso Vineyards in Soledad, Calif. The state produces about 80 percent of the nation's wines. People have been drinking less amid growing public health warnings about alcohol.

California Winemakers Are Tearing Out Their Hair, and Their Vines

From Page 1

Paul Giamatti as an aspiring novelist and wine snob who extolled pinot noir's "thrilling and subtle" flavors.

The indie film set off a pinot noir boom in California. Sleepy tasting rooms in Central California, where the movie took place, filled with customers. Those already producing pinot sold out their inventories in record time. Across the state, growers planted it anywhere they could.

"You could almost feel it," said Mark McWilliams, who recently closed his pinot noir-focused winery in Sonoma County and recalled the frenzy of the 2000s. "All people wanted was pinot noir."

In the early 1970s, Mr. Smith's family moved to coastal Monterey County because his father, who had a degree in agriculture and had been working in a lab, saw promise in the nascent wine business here. The region, about 100 miles south of San Francisco, is an agricultural hub with hot sunny days and foggy nights, the perfect climate for cultivating the delicate grapes needed for pinot noir and chardonnay.

At first, Mr. Smith's family helped other vineyards grow grapes. Then they bought their own land. Over time, his company, Valley Farm Management, acquired 3,000 acres and sold fruit to some of the largest wineries in the state.

Mr. Smith was already growing pinot noir when "Sideways" premiered. Afterward, he replaced some of his merlot grapes with more pinot. (The film also dealt a blow to merlot sales after Mr. Giamatti's character dismissed it as swill.)

His winery had its highest profits in the few years after the movie came out.

But demand for wine grapes, particularly pinot noir, began to dry up a few years ago as wine sales plummeted, Mr. Smith said. He tried to give discounts to other vintners, but he still couldn't make the math work.

The slump in California has in particular hit red wines, which tend to have a bolder taste and higher alcohol content. In 2025, for the first time in decades, winemakers in the state produced less red wine than white wine.

Jason Smith, chief executive of Valley Farm Management, is selling his land and shutting his family business of 51 years.

Pinot noir remains the second most popular red wine made in California, and experts say that some of the vines that growers are ripping out were planted after "Sideways" in places less suitable for delicate pinot grapes.

Still, production of pinot has dropped 30 percent in California since 2021. Across the state, growers have also been replacing the grapes with lesser-known white wine varieties that customers increasingly prefer, such as fiano and grüner veltliner.

"We were so pinot noir-centric," Mr. Smith said. "And then there just wasn't the demand."

Mr. Smith said he felt tremendous grief about the decision to sell his land and company, and he felt ashamed that he was letting down his father, who died in 2015.

But it had become increasingly clear in recent months that closing down the business was the smartest path, he said. On the day he burned his pinot vineyard, he drove past a neighboring one that was also tearing out all its grapes.

In 2025, roughly 38,000 acres of wine grapes were pulled out across California, about 7 percent of all grapes planted statewide, according to data from the California Association of Winegrape Growers. More than half a million tons of grapes also went unpicked, according to industry estimates.

To pay off debts and avoid bankruptcy, Mr. Smith sold his trophy vineyard to Jackson Family Wines, which owns more than two dozen California wine labels, and other parcels to private equity companies. He is selling equipment for cash.

"This is all I've done my whole life," Mr. Smith said. "I'm going to have to find a new career."

The fall grape harvest began in California last month, and thousands of tons of grapes are expected to be left on the vine again. Hundreds more wineries are expected to close in the next two years, by which point the industry is expected to bottom out, experts say.

"In our 54 years in the grape and wine business, we've never seen the amount of change and turmoil and chaos that's going on right now," said Steve Lohr, president of J. Lohr Vineyards & Wines, one of the largest wine producers in Paso Robles and Monterey County.

Owners of bars and bottle shops in California said that younger consumers have increasingly asked about nonalcoholic options, and speculated that winemakers had lost some business because of the popularity of cannabis. Customers who wanted wine, they said, tended to look for chilled reds, orange wines and white wines that felt unfussy.

"Wine that you can drink out of a camping mug and it tastes just as good," said Alex Ma, 32, co-owner of Ruby Wine, a natural wine bar in San Francisco.

Many wine purveyors said that any drop in sales was more the result of customers, particularly younger ones, not being able to afford what can feel like a luxury good, rather than a rejection of the beverage itself.

Adriana Fabbro, 41, who owns Wine on Piedmont in Oakland, Calif., said that despite the popularity of trendier wines, pinot noir is still her go-to recommendation for customers buying a gift because it's an easily drinkable red. But pinot noir tends to be expensive, as it's a finicky grape that is difficult to grow, so it can be beyond customers' budgets, she said.

"It's still very hard to make an inexpensive pinot," she said.

Au Bon Climat, a winery in Santa Barbara, has been making pinot noir for more than 40 years. Before shooting "Sideways," the actors in the film visited the winery to get a behind-the-scenes look at how the wine is made.

The winery plans to reduce production this year as sales are down, said Michael Meluskey, the general manager. Some provinces in Canada, long the top wine export market for the United States, have banned American alcohol sales in response to tariffs imposed by the Trump administration. On top of the yearslong downturn, the recent trade war has hurt Au Bon Climat sales in particular, Mr. Meluskey said.

But the financial pressures were worse during the Great Recession, he said, and he feels confident his winery will make it, even if others don't survive the industry tightening.

"People love wine, they love wine with food," he said. "It's like any business that goes through cycles."

"Luckily we won't have A.I. taking our jobs," joked his winemaker, Marc Piro.

Mr. Smith is hoping to completely close his business in the next few months. And he doesn't know what will come after that. The grapes and the vineyards had been his retirement plan.

Even after he is no longer in the wine industry, Mr. Smith plans to still drink pinot noir.

But what's actually his favorite type of wine?

"Beer and whiskey," he said.

Vines and stakes smoldering in a pile. Right, collecting a vineyard's detritus. The slump in California has in particular hit red wines, and production of pinot noir has dropped 30 percent there since 2021.

How a Top Law Firm Stopped Fighting Trump and Made a Deal

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sive. As his power grew with the revenue he generated, he worked to curtail the social justice litigation at the core of the firm's culture, viewing it as bad for business because it could alienate clients.

Mr. Barshay particularly clashed with a young rising star at Paul Weiss, its first openly transgender partner, The Times found.

The lawyer, Lex Korberg, decided to leave Paul Weiss after Mr. Barshay pushed against the social justice work. But Mr. Barshay had told other firm leaders that after Mx. Korberg — who uses they/them pronouns — transitioned, he did not want them dealing with his clients. He said a transgender lawyer could hurt business by making clients uncomfortable, according to two people who heard Mr. Barshay make those remarks and two others who were told about them at the time.

To insulate the firm, Paul Weiss struck a secret $3.5 million deal in 2023, never previously revealed, under which Mx. Korberg agreed not to sue or disparage the firm.

While Mr. Barshay was changing the firm's culture, Paul Weiss continued to oppose Mr. Trump, even more aggressively when he was out of office. In an unusual arrangement, the firm paid associates to work for the Manhattan district attorney's office, helping build a criminal prosecution against Mr. Trump.

Once Mr. Trump won re-election, the firm scrambled to avoid his ire. It stopped representing a drone manufacturer that was suing the Pentagon, partly out of concern about tangling with the administration, according to three people with direct knowledge of the matter. It also started scrubbing its websites of content that might draw the attention of Mr. Trump and his aides.

When Mr. Trump issued his executive order against Paul Weiss, leaders at the firm were convinced they could beat it in court. But they feared opposing the president would hurt the firm's finances and its clients. And after the deal was struck, when a top partner wanted to bring a reproductive rights case as a show of independence from the administration, she was shut down by Mr. Barshay and Mr. Karp.

As a sign of how skittish the firm had become, an email exchange reviewed by The Times documents a heated discussion among partners about how — or whether — to alter a website that recounted the firm's work against white supremacists and the rioters of Jan. 6, 2021. Some even proposed checking with the administration to see whether the website would anger the White House. Another partner warned that "there likely won't be a next time" for Paul Weiss "if we get hit by the administration again."

In response to questions about its deal with the White House, a Paul Weiss spokeswoman, Laura Van Drie, said that "any assertion that our independence has been jeopardized is completely false."

Most pointedly, Ms. Van Drie said that Mx. Korberg had been "a highly valued partner" and that Mr. Barshay had been "happy" for Mx. Korberg "to work for his clients."

While Ms. Van Drie said that Paul Weiss's pro bono work had continued to increase, the firm did not provide any examples of work it had done opposing the second Trump administration.

In addition, the firm declined to make Mr. Karp and Mr. Barshay available for interviews.

Meanwhile, the firm's transformation has altered the trajectories of both of their careers.

In pursuit of new business clients, Mr. Karp landed the private equity giant Apollo Global Management in 2011. Through Apollo's chairman at the time, Leon Black, Mr. Karp met Jeffrey Epstein and later offered the sex offender free legal advice. When the extent of his ties to Mr. Epstein emerged early this year in a trove of Justice Department documents, Mr. Karp was forced to step down as chairman of Paul Weiss.

His replacement? Mr. Barshay.

DOING WELL AND DOING GOOD

In the fall of 1982, Ted Sorensen visited Harvard Law School to interview candidates for Paul Weiss's class of summer associates. Mr. Sorensen was a prominent Democratic lawyer who had served as an adviser to President John F. Kennedy and helped write his 1961 Inaugural Address. After the Kennedy assassination, Mr. Sorensen became head of Paul Weiss's international practice, counseling corporations and heads of state.

One ambitious student Mr. Sorensen met that day was Brad Karp, a liberal Long Island native. As a top student, Mr. Karp had many options for summer work, but he was swayed by Mr. Sorensen's pitch. Like its competitors, Paul Weiss offered an opportunity to make a good living advising the world's most important people and corporations. But Paul Weiss had an unmatched record supporting diversity, Democratic politics and social justice litigation.

Paul Weiss had fashioned itself as the firm of firsts — the first major law firm to name a female partner, the first to hire Black associates, and a pioneer among New York firms in having Jews and non-Jews practice together.

It had represented the "Scottsboro Boys"— Black Alabama teenagers falsely accused in 1931 of raping two young white women — in a case that ultimately led to establishing the right to counsel. In the 1950s, the firm assisted Thurgood Marshall, then counsel for the N.A.A.C.P., in the Brown v. Board of Education school desegregation case.

The future liberal justices Ruth Bader Ginsburg, Elena Kagan and Sonia Sotomayor were all summer associates.

During the second half of the 20th century, the firm was steered by two revered figures: Simon H. Rifkind, a former federal judge, and Arthur Liman, a former federal prosecutor. In 1963, Judge Rifkind wrote what became the firm's credo, a "Statement of Firm Principles" stressing a commitment to diversity, excellence and responsibility not only to the legal profession but to "a free democratic society."

By the late 1990s, both Judge Rifkind and Mr. Liman had died, leaving leadership of the firm to a staid tax lawyer. While the firm flourished, many partners felt it needed to adapt to an increasingly competitive landscape.

In 2008, Mr. Karp was elected chairman after establishing himself as a top litigator and an indefatigable networker who had helped land clients like Citigroup.

Mr. Karp was determined to enhance the story the firm told of itself, the story of doing well and doing good that originally had attracted him.

He made a two-pronged plan. The first was to publicly embrace Paul Weiss's pro bono work, partly to help recruit young talent by distinguishing the firm from competitors that were more focused on the bottom line.

The second part of Mr. Karp's plan was to focus on the bottom line. At the time, Paul Weiss partners made about $2.5 million annually. The firm was thriving thanks to banking clients that were navigating the fallout from the financial crisis.

But Mr. Karp envisioned that work eventually slowing. The rise of private equity offered a lucrative line of legal work assisting in mergers and acquisitions. That highly competitive area of corporate law was different from Paul Weiss's specialty — handling complex, long-running litigation. Mr. Karp decided that maintaining and increasing the firm's robust profits required pivoting hard to corporate work.

Over the next decade and a half, Mr. Karp would drive his firm and himself to new heights of power and prominence. But decisions he made during that period set the stage for the eventual dislodging of Paul Weiss from its deep roots and for Mr. Karp's own eventual tumble.

In 1931, Paul Weiss represented the "Scottsboro Boys," who were falsely accused of rape, in a case that ultimately led to establishing the right to counsel.

The firm represented Edith Windsor, third from left, in a gay-marriage case in 2013. Among her lawyers: Roberta Kaplan, far left, and Lex Korberg, far right.

MICHAEL APPLETON FOR THE NEW YORK TIMES

A CORPORATE TURN

Mr. Karp scored an early victory in his campaign to increase corporate business when he landed the private equity firm Apollo, which would become its highest-paying client.

But he needed a bona fide rainmaker who would telegraph that Paul Weiss had come to play in a different arena. He found his man in Mr. Barshay, a partner at Cravath, Swaine & Moore, a top Wall Street law firm, where over two decades he had built an impressive record of generating corporate work, particularly in mergers and acquisitions.

Mr. Karp — along with Paul Weiss's head of corporate law, Robert Schumer, the brother of Senator Chuck Schumer of New York — wooed him over drinks and dinner at Le Bernardin, the Michelin-rated restaurant near Paul Weiss's Midtown Manhattan offices.

To seal the deal, Mr. Karp agreed to pay him millions of dollars more a year than he earned at Cravath — and more than many veteran Paul Weiss partners.

Announcing Mr. Barshay's hiring in April 2016, Mr. Karp called Mr. Barshay "one of the nation's leading M&A lawyers, if not the leading M&A lawyer."

Mr. Karp said elite firms needed strength in four areas of practice — mergers, private equity, litigation and white-collar defense — and "we believe, especially with Scott's addition, that we are the only firm that has market-leading practices in all those areas."

But there was unease among some at Paul Weiss. Partners and associates learned from lawyers at Cravath that some people there were not unhappy to see Mr. Barshay go. His ego made him difficult to work with, the Paul Weiss lawyers were told.

"There was a worry that he was going to change the culture," said Elizabeth Grossman, a former Paul Weiss associate.

Mr. Karp and Mr. Schumer reassured wary colleagues. Mr. Barshay said he just wanted to grow the firm's business and had no interest in being part of leadership. Besides, they reasoned, Paul Weiss had a well-established culture.

At the end of every year, the firm held a dinner where new partners offered heartfelt remarks about what Paul Weiss's values meant to them. The year Mr. Barshay joined the firm, Mr. Karp splurged, renting out the blue-whale room at the American Museum of Natural History.

Beneath the 94-foot model whale, partners and their spouses drank and ate. When it came time for Mr. Barshay's remarks, he used the opportunity to slip in some criticism of his former Cravath colleagues, according to three people who were present. It was a brief episode, but it raised eyebrows among some Paul Weiss partners.

THE LEGAL RESISTANCE

Roughly a month after that dinner, Mr. Trump was sworn in, ushering in his first-term blizzard of norm-breaking, law-challenging actions. True to its history, Paul Weiss positioned itself as the leader of the legal resistance.

When Mr. Trump restricted travel to the United States from seven predominantly Muslim countries, Mr. Karp jumped in. He sent roughly 100 Paul Weiss employees, including dozens of lawyers, to airports to provide free legal services to stranded travelers and sued the administration over the ban.

The next year, when the administration began separating migrant children from their parents at the southern border, Mr. Karp tapped his legal and political network to organize a campaign against the policy. He persuaded 33 other law firms to help and deployed Paul Weiss lawyers to find the children, leading to about 250 reunifications.

It was a moment of pride for the firm. One lawyer memorialized the number of families reunited with a tattoo. The Financial Times gave Mr. Karp a special achievement award for "standing up to the White House."

"Senior lawyers can be reluctant to speak in public about controversial issues," the publication wrote in an article. "With Brad Karp, not so much."

That was just one measure of how the firm's ethos was different then. In 2019, firm leaders looking to hire a high-powered litigator identified a Washington lawyer, according to one current and two former Paul Weiss partners. But an impassioned debate followed after Paul Weiss lawyers learned he had done legal work for groups that opposed abortion, and he was not hired.

In another snapshot of that era, Mr. Karp came under attack on his left flank after announcing Paul Weiss's class of 2019 partners: 11 white men and one white woman. Nearly 200 legal officers of major corporations — including Heineken USA and Booz Allen Hamilton — warned Mr. Karp in a letter that they would take their business elsewhere if Paul Weiss failed "to reflect the diversity of the legal community."

Privately, Mr. Karp was irate that the firm's values were being questioned. Publicly, he was contrite.

"I wish I could be Superman and fly backward and make time go back and make sure that we had special individualized mentoring for every single female associate and associate of color," Mr. Karp said at the time. "But we didn't do that. And we've learned very valuable lessons."

As the firm assembled the next year's partner class, one associate was a perfect candidate, a young litigator who seemingly embodied everything Paul Weiss valued: Mx. Korberg.

A PROGRESSIVE LITIGATOR

Mx. Korberg was a third-year law student at Yale in 2011 and working at the American Civil Liberties Union when they heard that Paul Weiss needed junior associates to work on the case of Edith Windsor, which helped lead to the recognition of same-sex marriage in the United States.

Mx. Korberg went to work for Roberta Kaplan, who was leading the litigation at Paul Weiss.

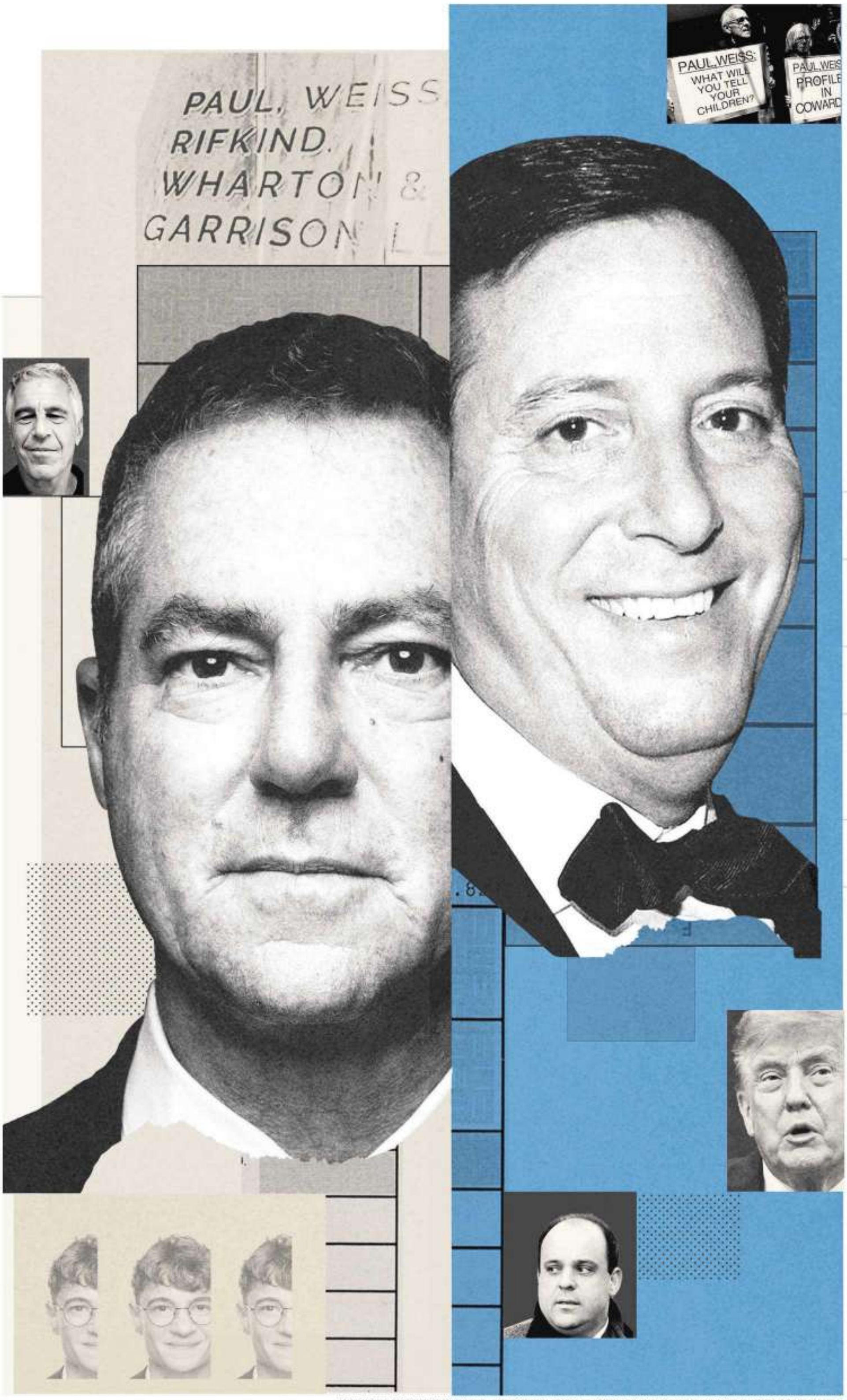
Mx. Korberg's work quickly stood out, and they logged hundreds of hours on the case. On the day the Supreme Court ruled in 2013, Mx. Korberg was by Ms. Windsor's side as Paul Weiss was hailed as a leader for progressive legal causes. This was the signature pro bono work Mr. Karp wanted to trumpet, and in the following years, the firm promoted its work on the case to lure clients and fresh talent.

By 2018, Mx. Korberg was one of the lead lawyers representing Jackson Women's Health Organization in Mississippi — in the Dobbs case that led the Supreme Court to overturn the federal right to abortion.

Mx. Korberg also proved they could generate revenue as a litigator of complex business disputes. The lawyer said in a podcast that they had envisioned a career devoted exclusively to liberal causes but had come to embrace Paul Weiss's dual track.

"I love that in the morning I'm repre-

Reporting was contributed by Jonah E. Bromwich, Matthew Goldstein, Benjamin Protess and Aric Toler.



MARK HARRIS (CLOCKWISE FROM TOP LEFT: JEFFREY EPSTEIN, BRAD KARP, SCOTT BARSHAY, PRESIDENT TRUMP, BORIS EPSHTEYN AND LEX KORBERG)

> ‘It is plain to us, as it would have been to our grandfather, that taking action to stay off an enemies list does not advance the rule of law.’
>
> **AMY AND NINA RIFKIND**, both lawyers, referring to Simon H. Rifkind, author of Paul Weiss's guiding principles, in a letter about the firm's deal with the Trump administration.

senting the last abortion clinic in Mississippi and in the afternoon I'm representing the board of directors of CBS," they said.

While Mx. Korberg was a year shy of the eight years usually needed for associates to be made partners at Paul Weiss, Mr. Karp elevated Mx. Korberg, given their stature and the pressure for diversity after the uproar over the 2019 partner class.

If Mx. Korberg was emerging as the new face of the firm's historical values, Mr. Barshay was the face of the new Paul Weiss. The American Lawyer named Mx. Korberg a "Young Lawyer of the Year" in 2021, two years after the publication named Mr. Barshay "Dealmaker of the Year."

Starting in the early 2020s, the corporate work Mr. Barshay had been hired to enhance accounted for 65 percent of the firm's revenue, dwarfing its litigation work, according to a copy of Mr. Karp's 2023 annual address to partners.

By then, Mr. Barshay, who had initially said he had no interest in leadership, had joined the "Deciding Group," which manages the firm and determines annual compensation.

The firm had always been the domain of litigators, who by reputation are experts in the intricacies of the law and writers of well-argued briefs. Now, the firm was becoming dominated by corporate lawyers, whose expertise was making deals for titans.

Mr. Barshay's power was ascending, threatening Mr. Karp and the firm's culture. Mx. Korberg was caught in the middle.

PARTNERS AND RIVALS

It began with the classic pandemic-era workplace dispute: the return-to-office policy.

In 2021, Mx. Korberg was appointed to lead the committee on in-office work and pushed for three days in the office after surveying employees. Mr. Barshay pushed for five, mirroring the financial institutions that he and his corporate group were serving.

In a phone conversation on Mother's Day 2021, Mr. Barshay lashed out at Mx. Korberg, insisting on the five-day requirement, according to four people familiar with the call. (The firm's spokeswoman said Mr. Barshay recalled a "robust but respectful discussion.")

Mx. Korberg prevailed, but news of the call spread through the firm.

In 2022, Mr. Barshay started asking partners about Mx. Korberg's billable hours, suggesting they were doing too much pro bono work, according to two people briefed on the matter. Those questions concerned some partners, because the head of corporate law was questioning the work of a high-performing litigator. But fearing Mr. Barshay's questions could not be ignored, they arranged for Mx. Korberg to brief him on their work.

At a dinner with young litigators the next year at Marea, a fancy Italian restaurant on Central Park South, Mr. Barshay belittled the litigators, saying that they were soft and didn't know how to bring in business, according to a current Paul Weiss partner and three former partners. Some sent what amounted to S.O.S. texts to colleagues who weren't there, said two of the former partners, who received them.

When someone asked Mr. Barshay if he eventually wanted to replace Mr. Karp as chairman, he said he was essentially running the firm already, with Mr. Karp more as a puppet. He said he liked the arrangement because he could wield power without attending to the tedious tasks of the firm's daily operations.

When word of the dinner got back to Mr. Karp, he confronted Mr. Barshay, telling him he could never behave like that again, according to one of the partners.

In response to The Times's reporting, the firm provided a statement signed by 10 lawyers who had attended the meal, saying that The Times "completely mischaracterizes the dinner" and that "over the course of the evening, we had a candid, mutual and constructive exchange of views on various topics related to law firm practice."

In closed-door leadership meetings, Mr. Barshay pushed his view that lawyers were too focused on pro bono work and that the firm needed to operate as a business and recruit more aggressive associates, not soft, idealistic lawyers interested in social justice cases.

It was clear that Mr. Karp was feeling the heat. In a conversation with one lawyer, Mr. Karp tearfully acknowledged he was losing control to Mr. Barshay, according to a person with direct knowledge of the encounter. Mr. Karp said that he was trying to protect the firm's culture and employees from Mr. Barshay, the person said. (In a statement released by the firm, Mr. Karp said: "That story is false. I have enormous respect for Scott, and we have always been the closest of colleagues.")

But Mr. Barshay's influence and the shifting political winds were pressing on Mr. Karp. In his annual address to partners in May 2023, Mr. Karp lauded Paul Weiss's pro bono work as having "made our country more fair and equitable and helped burnish the firm's reputation and profile over several generations," according to a copy of the speech reviewed by The Times.

But while "this unique aspect of our history attracted many of you to Paul Weiss," he said that as the firm had grown, it had recruited lawyers "with divergent political sensibilities."

"We are, after all, a commercial law firm, and not a public interest advocacy organization," Mr. Karp said. He proposed that the firm continue its "core pro bono work" but "be sensitive as to which matters we publicly promote."

"We need to recognize that there is a woke, anti-woke, blue-state, red-state war in our country and being embroiled in that war is not good for business," he said.

Weeks later, the issue came to a head. Idaho had passed a law making it a felony to give gender transition care to minors, threatening doctors with up to 10 years in prison. The A.C.L.U. and Paul Weiss — with Mx. Korberg taking the lead — sued to stop the law.

Typically, Paul Weiss promoted its involvement in such cases. But when Mr. Barshay learned the firm would be mentioned in the A.C.L.U.'s news release, he demanded that its name be deleted, according to five people with direct knowledge.

Going forward, firm lawyers were told, Mr. Barshay would have to approve all such releases.

The Idaho case was the breaking point for Mx. Korberg, according to the people, and they told Mr. Karp they wanted to leave.

Mr. Karp tried to appease Mx. Korberg. Though the news release had already gone out, Mr. Karp had Paul Weiss's name added to the post on the A.C.L.U.'s website and his own name as a lawyer on the case.

But Mx. Korberg was not swayed. In addition to what they saw as a retreat from progressive causes, Mx. Korberg confided to a senior partner, they felt that Mr. Barshay was unfairly singling them out for scrutiny and that the only difference between them and their colleagues was that they were trans.

Top partners were concerned that Mr. Barshay had treated Mx. Korberg differently after they had transitioned in 2021. Four people with direct knowledge of what occurred inside the firm said that once Mx. Korberg transitioned, Mr. Barshay said behind their back that he considered them a liability because of how clients might react.

Although Mx. Korberg never threatened to sue, partners feared they could go public, harming the firm and Mr. Barshay, according to one of the people.

While Paul Weiss had become a go-to firm during the #MeToo era for internal investigations of other institutions, including Fox News, it never thoroughly investigated how Mx. Korberg was treated, according to three people with knowledge of the matter.

Instead, firm leaders began negotiating an exit with Mx. Korberg.

Ultimately, Mx. Korberg agreed not to sue or disparage the firm or even reveal the existence of a deal. In exchange, Mx. Korberg remained at the firm for another year, working mostly on pro bono cases and mentoring, and received about $3 million in compensation, according to four people familiar with the arrangement.

On top of that, Mx. Korberg was given another year's salary, roughly $3.5 million. While the money was substantial, they would have made many millions more had they remained at the firm for years.

Paul Weiss's spokeswoman strenuously insisted that Mr. Barshay had nothing but respect for Mx. Korberg. The firm provided The Times with an internal email exchange from April 2023 in which Mr. Barshay said he was "totally comfortable" with either Mx. Korberg or two other lawyers staffing a matter for one of his clients.

The exchange indicates Mx. Korberg was not assigned to work on it.

A 2024 news release about their exit from the firm and their new job at Her

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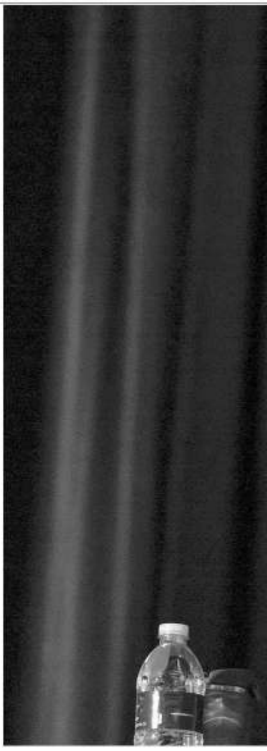
How a Top Law Firm Stopped Fighting Trump



From Preceding Page

Justice, a legal advocacy group for impoverished women, cast the move as Mx. Korberg chasing a dream.

"I have loved my time at Paul Weiss, and I am so grateful to the firm for its unwavering commitment to social justice," Mx. Korberg said, adding, "In these exceptionally challenging times, I feel called to commit myself full time to public service."

Mr. Karp said that Mx. Korberg "is a brilliant lawyer and wonderful colleague who has made an indelible contribution to Paul Weiss's long legacy of social impact."

THE WAR WITH TRUMP

As Mr. Trump returned to office last year, Mr. Karp's initial strategy for the firm was paying off big time. A Bloomberg Law News article in mid-February declared, "Paul Weiss Climbs Deals Chart to Challenge Wall Street M&A Elite."

"Paul Weiss, long known as a top-tier litigation law firm, has surpassed storied New York rivals to also become a mergers and acquisitions behemoth," the article said. By that point, the firm had doubled in size under Mr. Karp's chairmanship to well over 1,000 lawyers. Mr. Barshay and Mr. Karp were each making more than $20 million a year, according to three people with direct knowledge of their compensation, and the average partner was making $8 million.

During the years Mr. Trump had been out of office, Mr. Karp had held true to Paul Weiss's public interest strategy by waging legal and political war against the once and future president.

In 2022, the firm deployed two associates — paid by the firm — to work on a criminal investigation of Mr. Trump being led by a former Paul Weiss partner, Mark F. Pomerantz, for the Manhattan district attorney's office. Another Paul Weiss lawyer, who had worked on Robert S. Mueller III's special-counsel Russia investigation, sued the Proud Boys and Oath Keepers for their role in the Jan. 6 Capitol riot.

Ms. Van Drie, the spokeswoman, said it was typical for firms to send associates to work for "clients, public interest organizations and government agencies."

As Mr. Trump rebounded politically, Mr. Karp headlined a fund-raiser for President Joseph R. Biden Jr. One of the firm's top lawyers, Karen Dunn, led Vice President Kamala Harris's debate prep. Overall, Paul Weiss partners gave more money to Democrats in 2024 than any other firm.

In November 2024, Mr. Trump, who had campaigned on a promise of exacting revenge on his enemies, won re-election. Now, Paul Weiss had a lot to lose financially and was an even bigger target politically. Mr. Karp told a senior partner that the firm would not be able to take on the administration as it had during Mr. Trump's first term, according to the partner.

The firm went into a defensive crouch even before Mr. Trump was sworn in.

In October, Paul Weiss had sued the Defense Department on behalf of the Chinese drone manufacturer DJI, challenging its designation by the Pentagon as an arm of the Chinese military, which could undercut its business. But after Mr. Trump was re-elected, Mr. Barshay argued on a heated call with a number of lawyers that Paul Weiss should not be in an adversarial position with the government and said he had concerns about the company more generally, according to two people with direct knowledge of the situation. In December, Paul Weiss withdrew from the case. Ms. Van Drie said the decision "would have been made regardless of which political party was in office."

Amid the tension over Mr. Trump's impending return, Mr. Karp had a heart attack four days before the inauguration. He had led the weekly Tuesday partner lunch just before and returned to lead the next Tuesday's lunch, fearing that the firm would be thrown into turmoil if he appeared to be ailing.

The next month, Paul Weiss's leaders noticed that Elon Musk, then a top Trump aide, had posted on X: "Which law firms are pushing these anti-democratic cases to impede the will of the people?"

Paul Weiss began scrubbing its website of references to public interest work that might conflict with Mr. Trump's war on "wokeness." The page highlighting its efforts to find "parents deported by the Trump administration and to reunify families" vanished, as did mention of its work on L.G.B.T.Q. issues.

In March, Mr. Trump started signing executive orders targeting law firms.

One of the first was Perkins Coie, which had represented the Clinton campaign in 2016 and played a role in assembling a dossier of allegations about Mr. Trump's ties to Russia.

The executive order leveled a string of financially devastating punishments — ending federal contracts, stripping lawyers of security clearances and restricting access to federal buildings.

Lawyers at Paul Weiss took nervous note of a side comment Mr. Trump made to an aide at the public signing of the Perkins Coie order.

"You're looking at about 15 different firms?" Mr. Trump asked.

"That or more, sir, yes," the aide responded.

Mr. Karp told colleagues that the Perkins Coie action was one of the greatest attacks on law firms in his lifetime. He said that even if a judge halted it, he did not believe that a firm could survive such a vindictive administration, because most legal actions and clients intersect with some federal agency that reports to the president.

Underscoring the vindictiveness, Mr. Trump's ally Stephen K. Bannon said on his podcast that Mr. Trump would destroy firms that opposed him. "They're not going to be walking around making 4 and 5, 6 million bucks a year, because he's going to put those law firms out of business," Mr. Bannon said.

While Mr. Karp, like leaders of other major firms, remained publicly quiet, he tried to reprise his role during the first Trump administration and rally the legal community. But he found little support.

When Perkins Coie sued, a U.S. District Court judge, Beryl Howell, said the executive order "sends little chills down my spine" and issued an injunction. She later wrote that the message was clear: "Lawyers must stick to the party line, or else."

Undeterred, Mr. Trump signed an executive order titled "Addressing Risks From Paul Weiss" on March 14. Asserting that law firms had played a role in "the destruction of bedrock American principles," the president's bill of particulars against Paul Weiss included its association with Mr. Pomerantz, its choice of pro bono cases and unexplained allegations of employment discrimination.

Like the Perkins Coie order, the punishments were potentially devastating for the firm and its clients. Companies represented by the firm could lose federal contracts, and more than three-fourths of the firm's clients had government contracts.

Mr. Karp received messages of support from lawyers and clients. But some clients made clear they would have a fiduciary duty to sever ties with the firm if the order remained or if the firm were at odds with Mr. Trump, according to emails reviewed by The Times. Mr. Barshay reiterated that point in private conversations with firm leaders, according to a Paul Weiss partner.

The pressure mounted. Several lawyers on Mr. Barshay's team blamed Mr. Karp and his public-facing work opposing Mr. Trump for putting a target on the firm. They said they were receiving overtures from rival firms. Top partners feared that if a major corporate lawyer like Mr. Barshay left, others were likely to follow, according to three former and one current Paul Weiss partner.

Mr. Karp, meanwhile, was expressing conflicting reactions.

To a wide group of partners, he signaled an intention to fight, saying the order was unconstitutional and directing the firm's litigators to draw up a lawsuit demanding that a judge halt the executive order. Mr. Karp hired a prominent Washington lawyer, Bill Burck, to file it.

The lawyers were in a race against time. To obtain a temporary restraining order from a judge, Paul Weiss needed to prove that it was being irreparably harmed. Any delay in filing would undercut its argument.

But to a much smaller group of top partners, he said that even if the firm won in court, it would still have problems representing clients before an administration stocked with loyalists. He imagined the Justice Department simply refusing to deal with Paul Weiss lawyers. He and Mr. Barshay privately concluded that the only way out was to cut a deal with the president.

Yet getting a meeting with the president was daunting, especially for Mr. Karp, who was so closely identified with Democrats. Mr. Karp worked his network and found an unlikely Trump ally to help in his attempted Hail Mary: the New England Patriots owner Robert Kraft.

CUTTING A DEAL

About a dozen years earlier, Mr. Karp and Paul Weiss had become legal advisers to the National Football League. The firm led its investigation into the "Deflategate" scandal — in which the Patriots and the quarterback Tom Brady had been accused of deflating footballs to make them easier to throw.

The investigation and the punishment of the Patriots and Mr. Brady turned the team and its owner against Paul Weiss. But Mr. Karp rebuilt his relationship with Mr. Kraft, who told Mr. Karp to call if he ever needed a favor.

That's just what Mr. Karp did. He floated for Mr. Kraft a possible deal involving Paul Weiss doing free legal work for the administration. Paul Weiss had done work for previous administrations, including during the financial crisis in the Obama years.

Mr. Kraft, a friend of Mr. Trump, vouched for Mr. Karp with the president, who had Mr. Kraft give Mr. Karp his cellphone number.

At the same time, Mr. Karp asked Mr. Burck, initially hired to fight the executive order, to explore whether the president would entertain a deal, according to four people with knowledge of the matter. Even White House officials seemed surprised that Paul Weiss might give in, according to one of the people.

It took two days of Mr. Karp leaving messages before Mr. Trump called back. He told Mr. Karp that in addition to Mr. Kraft, Marc Rowan, the head of Apollo, had vouched for him. They agreed to meet the next morning at 8 a.m. in the Oval Office.

Mr. Karp arrived alone. In the Oval Office was the president's personal lawyer Boris Epshteyn. Another one of Mr. Trump's personal lawyers, Robert Giuffra, was dialed in.

For Mr. Karp, Mr. Giuffra's presence was likely to be unnerving.

Mr. Giuffra is a fierce rival of Paul Weiss as co-chairman of Sullivan Cromwell, and he was handling Mr. Trump's appeal of his criminal conviction in the Manhattan district attorney's case involving Stormy Daniels. Now, Mr. Giuffra appeared to be helping the president bring Paul Weiss to heel.

The meeting lasted several hours. Mr. Trump complained that Paul Weiss had wronged him. He raised the fact that E. Jean Carroll, the woman who won a civil judgment against him for sexual abuse, was represented by Ms. Kaplan, a former Paul Weiss partner, at a trial overseen by a judge who was also a former Paul Weiss partner.

Mr. Karp refused one demand from the White House: that Mr. Karp commit to help re-litigate the 2020 election and that Paul Weiss say it had been part of weaponizing the justice system against Mr. Trump.

Among the leadership of Paul Weiss, there was enthusiasm for resolving the executive order, according to multiple people involved. Even Ms. Dunn, who had helped the Harris campaign, pushed to finalize the deal.

"Let's get this done!!!!" Ms. Dunn wrote to Mr. Karp and other senior leaders in an email reviewed by The Times.

When Mr. Karp presented the framework of the deal at a meeting of the firm's partners on March 20, no one objected. He said that Paul Weiss would perform $40 million in free legal work for causes that both Mr. Trump and the firm backed.

The text of the agreement, reviewed by The Times, also said that the firm would show no political favoritism in choosing clients, that its pro bono work would represent "the full spectrum of political viewpoints," and that it would hire "experts" agreed upon with the administration to review its hiring practices.

Still, Mr. Karp assured partners that

> 'We need to recognize that there is a woke, anti-woke, blue-state, red-state war in our country and being embroiled in that war is not good for business.'
>
> BRAD KARP, in his annual address to Paul Weiss partners as chairman in 2023.

CARLY ZAVALA FOR THE NEW YORK TIMES

KATHLEEN FLYNN/REUTERS

'I don't care about the internal audience or the press.'

SCOTT BARSHAY, who replaced Mr. Karp this year as chairman of Paul Weiss.

Paul Weiss would maintain its independence.

But that evening, when Mr. Trump announced the deal on Truth Social, he put his own twist on the agreement. He said that Paul Weiss had agreed to "not adopt, use, or pursue any DEI policies." At the same time, the White house put out a statement declaring that Mr. Karp had "acknowledged the wrongdoing of former Paul, Weiss partner, Mark Pomerantz."

Mr. Karp was floored. "I cannot believe this," he wrote to partners in an email reviewed by The Times. "He changed the agreement, added a no-DEI provision, and came up with a completely false quote saying I acknowledged things I never said. My god."

Still, Mr. Karp never publicly rebutted the White House, and told colleagues that he thought he would be praised for striking an agreement that could be a model for other firms confronted by the White House. But once it was made public, the mere fact that the firm had capitulated in any form drew intense outrage.

A public letter to Mr. Karp signed by more than 100 of the firm's alumni called the decision "a craven surrender to, and thus complicity in, what is perhaps the gravest threat to the independence of the legal profession since at least the days of Senator Joseph McCarthy."

Even the granddaughters of Judge Rifkind, the author of the firm's guiding principles, wrote a scathing letter about the decision. "It is plain to us, as it would have been to our grandfather, that taking action to stay off an enemies list does not advance the rule of law," Amy and Nina Rifkind, both lawyers, wrote in the letter.

Inside the firm, 43 associates who had no say in the decision emailed Mr. Karp asking to discuss the "firm's commitment to longstanding principles," according to a copy of the note reviewed by The Times.

Pressure grew from rivals as well. A partner at a competitor, Wachtell Lipton, mistakenly copied Mr. Karp on an email discussion about trying to poach Paul Weiss lawyers.

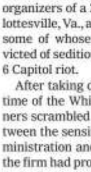
Mr. Epshteyn bragged that he now had leverage over Mr. Karp, according to "Regime Change," a book by the Times reporters Maggie Haberman and Jonathan Swan. Mr. Epshteyn told a friend: "I'm in a pretty good place now. I'm the chairman of Paul Weiss."

THE WAR WITHIN

Two days after the deal was announced, Mr. Karp wrote a letter to the firm, hoping to calm the backlash. He insisted the White House arrangement would "have no effect on our work" and said the firm would "continue our proud, century-long legacy of courageously standing up for fundamental rights and liberties."

But an internal debate captured in an email exchange among partners and confirmed by four people shows how sensitive the firm was about rankling the White House. At issue was Paul Weiss's website for the Center to Combat Hate, which highlighted its work against the organizers of a 2017 racist rally in Charlottesville, Va., as well as the Proud Boys, some of whose leaders had been convicted of seditious conspiracy in the Jan. 6 Capitol riot.

After taking down the site around the time of the White House deal, top partners scrambled to edit it, navigating between the sensitivities of the Trump administration and the record of the work the firm had proudly pursued, according to the four people. News outlets inquired about the missing website, intensifying the internal debate.



Boris Epshteyn, top, and Robert Giuffra.

Ms. Dunn, who had helped secure a $26 million judgment against the Charlottesville organizers, wrote in the exchange with colleagues that she wanted the site returned unchanged.

"The problem is putting back a website with any changes from where it was," Ms. Dunn wrote. "The compare will be a huge problem."

Ms. Dunn proposed checking with Bill Burck — the Washington lawyer representing the firm — to ensure that it would not be an issue with the administration.

One of Mr. Barshay's top deputies, Angelo Bonvino, wanted the site restored but with major changes.

"We are poking the bear if we leave the website as is," he wrote. "What is Bill going to do, ask Boris or Miller to read it. Really — is that better than an article where a few people are unhappy that we changed around the website." ("Boris" and "Miller" are apparently references to Mr. Epshteyn and Stephen Miller, a deputy chief of staff.)

"Last week was miserable for all of us and our firm was saved from the brink of disaster," Mr. Bonvino wrote. "Our firm should not be taking any risks. There likely won't be a next time if we get hit by the administration again."

Ms. Dunn wrote that she had spoken with Mr. Karp, who said the site should be restored with minimal changes.

"I strongly disagree with this approach and have all day," Mr. Barshay replied. "I don't care about the internal audience or the press." He added that having endured the stress of the executive order he would not go "through that again."

Ultimately, the website went back online, though it no longer mentioned suing the Proud Boys and Oath Keepers over their role in Jan. 6.

In the days following the deal, as the howl of criticism grew, Ms. Dunn urged other firm leaders to sue the administration as a sign that it had retained its independence. She had been looking for a potential client, including talking to an abortion rights group that was considering a lawsuit. She raised it with Mr. Karp. He was lukewarm. Mr. Barshay said he was strongly opposed, given the risk of angering Mr. Trump anew.

Paul Weiss never took on the case.

That decision caused a rift between Ms. Dunn and Mr. Barshay.

In May, an exodus of partners from the firm began as Ms. Dunn left along with Jeannie Rhee, a former prosecutor in Mr. Mueller's investigation, and two other litigators in the Washington office to form their own firm. Over the next year, other top litigators — including Kannon Shanmugam and Andrew Ehrlich — departed.

With Ms. Dunn and Ms. Rhee's departure, the firm's Deciding Group was heavily slanted toward corporate lawyers.

Mr. Karp personally weathered the storm and Paul Weiss's profits continued to flourish. By the summer of 2025, Paul Weiss was doing free legal work for the Commerce Department, and unlike in the first Trump administration, it was not publicly associated with any action against the White House.

But then came another twist.

In January, the Justice Department released a trove of more than three million documents involving its investigation into Jeffrey Epstein. Mr. Karp had been assuring senior partners that his name was in the files only because of his longstanding legal relationship with Leon Black, the Apollo co-founder and private equity billionaire, who had become Mr. Epstein's primary source of income in the later years of his life.

But as the news media sifted through the documents, emails surfaced suggesting Mr. Karp's relationship with Mr. Epstein had been more extensive than Mr. Karp had claimed, according to three senior lawyers with direct knowledge of the matter.

Among the documents was a March 2019 email in which Mr. Karp weighed in on a legal filing responding to some of the women who had accused Mr. Epstein of abusing them as minors.

"The draft motion is in great shape. It's overwhelmingly persuasive. Truly," Mr. Karp wrote to Mr. Epstein. "I particularly liked the argument that the 'victims' lied in wait and sat on their rights for their strategic advantage, knowing you were in prison, before they came forward," Mr. Karp added.

Mr. Karp, the email showed, was advising Mr. Epstein, who was not a client of the firm, on something that did not relate to Mr. Black. Some senior partners felt that Mr. Karp's leadership had become a liability, according to the three lawyers.

Top partners convened the Deciding Group without Mr. Karp. The group met over several days. Some lawyers conveyed how disappointed they were in Mr. Karp. Others shared that they were hearing from irate clients. They decided that Mr. Karp had to step down as chairman. Mr. Barshay was named the new chairman. His first task was to inform Mr. Karp.

The transformation of Paul Weiss was complete.

Plans for Head Start Alarm Its Supporters

By CORAL DAVENPORT

The Trump administration is preparing a rollback of federal requirements for Head Start, a change that supporters of the program fear could gut its longstanding antipoverty mission.

The proposed changes would remove most of Head Start's 133 pages of requirements for math and literacy curriculums, class sizes, medical screenings, home visits and even a rule that children brush their teeth after meals, according to three people with knowledge of the plan who spoke on the condition of anonymity to describe internal deliberations.

Administration officials say the changes will streamline a heavily regulated program while giving states and cities more control.

But Head Start advocates say that erasing regulations serves as a backdoor way to dismantle a program the administration does not like. The White House last year called Head Start "radical" and tried but failed to freeze spending on it.

While Head Start facilities will still be required to comply with state rules, there are almost no comparable state-level programs with similar requirements. And even though the federal rules would not prohibit centers from providing traditional antipoverty services, some fear that the lack of any requirements means that many are likely to stop doing so.

The changes, previously reported by The Nation, are expected to be formally introduced as early as this week and could be finalized by year's end.

They would remake a program that has served over 30 million children since it was created in 1965 as part of President Lyndon B. Johnson's War on Poverty. Head Start was intended to be a federally funded and regulated early education and antipoverty program, with hundreds of standards to support that mission, making it more comprehensive than other child care programs.

A White House official, who declined to be identified, wrote in an email that the administration is supporting Head Start by keeping its funding in place and supporting efforts the official said would reduce administrative burdens.

The Health and Human Services Department's Administration for Children and Families, which oversees Head Start and drafted the changes, did not respond to a request for comment.

But Ruth Friedman, a child care policy expert who as a congressional aide created a bipartisan 2007 law updating Head Start, called the proposed changes a "massive gutting" of the program.

"Eliminating Head Start's performance standards guts the science-backed standards that ensure our youngest learners get what they need to arrive at kindergarten ready to succeed," she said.

The program, which today serves about 700,000 children under 6, has for decades attracted bipartisan support. President Ronald Reagan expanded Head Start's budget to over $1 billion, and President George W. Bush signed a bipartisan law to modernize it. Even President Trump in his first term increased the program's budget by $900 million.

That has now changed dramatically.

Project 2025, the policy blueprint by the conservative Heritage Foundation, called for the elimination of Head Start. "The program should function to protect and educate minors," the document says. "Sadly, it has done exactly the opposite."

A draft White House budget document reviewed by The New York Times last year proposed zeroing out spending on Head Start, saying it would help end the "radical indoctrination of our children."

The document said the program is "riddled with social-emotional learning" and diversity, equity and inclusion programming, and gives preference to undocumented immigrants. It singled out the use of a "Sesame Street" webinar on racial justice, and picture books that are intended to "create an early childhood setting that is welcoming" for families of different sexual orientations.

The White House's final budget plan kept the money in.

But at the same time the White House also withheld some Head Start spending that Congress had already appropriated. A congressional watchdog found that it had done so illegally, and the money was eventually released.

During last year's government shutdown, the White House stopped Head Start funding, forcing programs in 17 states to temporarily close.

But some Republican lawmakers — notably Senators Lisa Murkowski of Alaska, Shelley Moore Capito of West Virginia, Susan Collins of Maine and Cindy Hyde-Smith of Mississippi — have remained firm in their support. For now, its annual $12 billion budget remains in place.

So proponents of upending the program tried a new approach. In June, the Heritage Foundation issued a report calling on the administration to "sunset Head Start and deregulate the program until officials end it."

"Head Start is the most heavily regulated of the child care programs," said Jonathan Butcher, an author of the report, "but it was not being successful with basic things."

Mr. Butcher pointed to a 2022 report by the health department's inspector general that found that one in four Head Start grant recipients had incidents of child abuse, lack of supervision or unauthorized release of children. The report called on the Administration for Children and Families to increase its oversight.

Alex Adams, the head of the Administration for Children and Families, has sought to cut regulations on all child care programs, saying that federal child care rules should "fit on an index card in my back pocket." In spring, The Times reported that he was starting an overhaul of Head Start, though he has expressed support for the program.

During his Senate confirmation hearing last year, Mr. Adams noted that his wife's grandmother ran a Head Start program in Blackfoot, Idaho, in the late 1960s. He said that Health Secretary Robert F. Kennedy Jr. "wants to make Head Start better and brighter by the end of this term and I share that commitment."

Among the most significant of the proposed new changes expected to be released this week is the removal of federal limits on Head Start class sizes. Instead, they will now align with a patchwork of state standards.

For example, under current Head Start rules, one teacher is required to supervise four 2-year-olds. But in Idaho, one teacher can supervise nine 2-year-olds. In Ohio, the rule is one teacher per eight 2-year-olds.

Anti-poverty efforts may be imperiled if standards are cut.

Mr. Adams and other conservatives have promoted the change as a way to give more children access to the program, although many early education policy experts say that the larger class sizes will relax standards of care.

The changes would also delete requirements that Head Start employees perform vision and hearing screenings on children, and ensure that children receive medical and dental checkups. That could mean helping parents schedule appointments, fill out Medicaid forms and arrange transportation.

They would also remove requirements that staff members visit families at home to navigate problems like shut-off utilities.

They would eliminate teaching standards for math, literacy, and social and emotional development.

Some requirements providing access for children with disabilities would go away, as well.

The changes would erase requirements for duration. Typically, Head Start programs run six hours a day, but could run for just three hours a day.

The administration is also adding new rules, according to the people familiar with the plan: one requiring that student instruction take place only in English, and another requiring at least 30 minutes of physical activity per day.

Leslie Andrews, who has worked as a Head Start teacher in Redmond, Wash., for 25 years, said she worries about deleting requirements to help children get access to health and dental care.

"I think at first some experienced teachers might continue to help connect kids to doctors and dentists, but over time that will fade," she said. "It won't be done."

"No child is going to do well in school if they don't have this basic care," she said, adding, "Removing the tooth-brushing requirement — just why?"

Leah Bolden, a mother in Farmingdale, Maine, said that when her 3-year-old son began Head Start last year, the staff noticed he might have A.D.H.D. and arranged for him to see a developmental psychologist.

"The staff was involved in every meeting," she said. Without the standards, that might have never happened, she said.

Mr. Butcher, who wrote the Heritage Foundation report, said deleting standards does not forbid teachers to follow them.

"If you remove a requirement that asks kids to brush their teeth," he said, "that doesn't mean you can't still do it."

Why McConnell Has Not Resigned From the Senate Amid Demands

By CARL HULSE

WASHINGTON — Mitch McConnell is just the latest member of the Senate to be absent for an extended period of time because of poor health.

But a charged political environment and a social media storm have intensified demands for more transparency regarding the 84-year-old's condition, and for Mr. McConnell, whose term ends in January, to step aside if he cannot participate in the Senate for the remainder of his tenure.

"As Governor of the state you serve, I am calling on you to directly and verbally address the people of Kentucky and provide proof of your capacity to serve, or resign," Gov. Andy Beshear of Kentucky, a Democrat, wrote to Mr. McConnell on Monday as the senator passed his sixth week in a hospital after a fall at his home on Capitol Hill.

Few who know him believe Mr. McConnell is going anywhere.

KENNY HOLSTON/THE NEW YORK TIMES
Senator Mitch McConnell, the Republican leader for nearly 18 years, heading to a vote in May.

Illness has sidelined many senators for long periods.

Over the decades, many senators have missed months and even years of Senate business. Recent figures such as John McCain, Republican of Arizona, and Edward M. Kennedy, Democrat of Massachusetts, went months without voting before they both died in office, of brain cancer.

Mr. McConnell, the Senate Republican leader for nearly 18 years, had a prolonged absence after a serious fall in 2023 sidelined him for five weeks. He announced that he would not try to return as leader in 2026, followed by his decision that he would not seek re-election to an eighth term this year. He also passed on his right to chair the Appropriations Committee, a demanding job, and instead took over a subcommittee. His Senate tenure is set to end at noon on Jan. 3, 2027.

Stories of senators refusing to leave despite debilitating medical conditions are legion. Senator Karl Mundt of South Dakota was absent from the Senate for the final three years of his term after suffering a stroke in 1969, and refused calls that he resign.

Many others have been allowed substantial time to recover and return to the Senate. They include Mark Kirk, Republican of Illinois, who was away for almost a full year after suffering a stroke in 2012. In another case, Democrat Tim Johnson of South Dakota was out for nine months after experiencing bleeding in the brain in December 2006. Both men were warmly welcomed back by their colleagues.

McConnell wants to leave on his own terms.

Members of the Senate are often advanced in years, since the office is usually the capstone of a political career; more than a third of current senators are 70 or older. The institution also runs on seniority, providing an incentive for members to remain as long as they can as they amass power and senatorial privilege.

At the same time, senators have historically been reluctant to share details of their health issues for fear of weakening themselves politically. And it has only been recently, as voters have grown more critical of how aging lawmakers dominate Congress, that senators have faced public scrutiny about their fitness to serve.

Given Mr. McConnell's stature and the fact that he is leaving office at the end of the year, calls for his resignation have not gone over well with his colleagues.

"Mitch was the longest serving leader in Senate history," said Senator Susan Collins, Republican of Maine. "Couldn't we extend some grace to him? He is a survivor of childhood polio, which has made his recovery slower. But he has always been a fighter, and will be back."

She suggested that Governor Beshear's motives for hammering Mr. McConnell about his illness were political. "This rush led by the governor, who must be running for president, is so unseemly and so unkind to a senator who has been such a leader for so many years," Ms. Collins said.

John Feehery, a longtime senior congressional aide and Republican strategist, said forcing a special election to replace Mr. McConnell for a matter of months would be a waste of time and money. A general election matchup is already set to choose a successor for his full term.

Under Kentucky law, if there is a Senate vacancy more than three months before Election Day, a special election must be held to fill the seat. Democrats have stepped up their pressure on Mr. McConnell ahead of the deadline, Aug. 3.

"Mitch McConnell deserves the right to serve out the term however he sees fit," Mr. Feehery said. "He is certainly not the first senator to have health problems which require him to miss votes and he certainly won't be the last."

He is known for being tight-lipped, and stubborn.

Mr. McConnell is notoriously closemouthed when he deems it to be to his advantage. His absence and failure to provide detailed updates on his health outside of the written statements and photographs provided by his office have generated an outpouring of speculation about the severity of his condition on social media.

Senate colleagues, though, say they have spoken with him and received personal text messages.

In the most recent update from his office last week, the office of the Capitol physician said that doctors meet with Mr. McConnell daily but have not cleared him for a return to work or to his home.

His colleagues hope he can return to the Senate at some point, as they expect to commemorate his long and consequential Senate service before he leaves office.

Others note that it will take more than Governor Beshear's push to force Mr. McConnell out before he is ready.

"One of Senator McConnell's singular traits is tenacity," said Ross K. Baker, distinguished professor emeritus of political science at Rutgers, and a longtime student of the Senate.

G.O.P. Does About-Face On I.V.F. for the Military

From Page 1

So Democrats and women's rights groups were alarmed at how things went regarding the recent committee vote as a signal of how emboldened foes of abortion rights have become in opposition to in vitro fertilization.

Mr. Trump promised during his campaign for a second term that he would deliver free I.V.F. treatment for all, and access to it remains broadly popular with voters, including large majorities of Republicans. Many G.O.P. lawmakers have said they, too, believe in allowing access to I.V.F.

But some religious conservatives are deeply opposed to the method — which can involve creating multiple embryos and implanting only those that are considered viable — believing that it leads to the destruction of life. For that reason, leading anti-abortion groups generally oppose legislation that seeks to increase access to I.V.F.

The closed-door vote afforded Republican senators a chance to privately signal to those groups and the conservative voters who vehemently oppose I.V.F. that they are aligned.

Before calling for a roll-call vote on the proposal, according to people familiar with the confidential meeting who spoke about it on the condition of anonymity, Senator Roger Wicker, the Mississippi Republican who is the chairman of the Armed Services Committee, asked that the official position of SBA Pro-Life America, an anti-abortion organization that opposed the measure, be recited out loud.

"I can surmise they wanted to demonstrate to anti-abortion groups that they were against I.V.F.," Dana Singiser, the co-founder of the nonprofit group Contraceptive Access Initiative, said of the vote. "It shows how beholden Republicans are to the anti-abortion groups, that they would take a position that's so at odds with their own constituents."

Mr. Wicker's office did not respond to a request for comment.

For years, Republicans have been in a political bind on the issue of I.V.F. Many of them say they support it, while also backing legislation that declares that life begins at conception, which could severely restrict aspects of the treatment.

The disconnect underscores the lasting influence of groups like SBA Pro-Life America.

The group did not respond to multiple requests for comment.

The recent vote also raised questions about the president's commitment to expanding I.V.F. coverage, suggesting that Republicans in Congress fear worse consequences for breaking with anti-abortion organizations on the issue than they do for straying from Mr. Trump's stated position.

Danielle Melfi, the chief executive of the nonprofit organization Resolve: The National Infertility and Family Building Association, said that she felt "surprised and frustrated" by the vote, which she attributed to "a small minority getting increasingly loud about their opposition to I.V.F. access."

ALEX KENT/THE NEW YORK TIMES
Senator Tammy Duckworth offered the defense bill provision. A veteran herself, she used I.V.F. treatment to become pregnant.

Ms. Melfi noted that there appeared to have been "no repercussions from the administration" regarding the vote, just as there has been no public reaction from the president to Mr. Johnson's moves over the last two years to strip the I.V.F. access provisions out of the defense bill.

A behind-the-scenes effort to thwart an issue once supported.

During last year's committee drafting session, when the issue came up for debate in the Armed Services Committee, Senator Markwayne Mullin, the Oklahoma Republican who now serves as the homeland security secretary, helped make the case for Ms. Duckworth's proposal, speaking about how he and his wife had relied on in vitro fertilization to start their family. Ms. Duckworth, a veteran, also used the treatment to become pregnant.

This year, no Republican proponent spoke up, the people familiar with the session said, and there was no debate beyond the reading of SBA Pro-Life America's position.

The vote took place after Senator Dan Sullivan, Republican of Alaska, proposed an amendment that would have barred the Defense Department from paying for pre-implantation testing of embryos and required that all embryos created in a cycle be implanted. Those practices are considered by many to violate ethical and medical guidelines in the United States around I.V.F.

But Mr. Sullivan's amendment, which had the backing of some anti-abortion rights organizations, was withdrawn at the last minute and the committee instead proceeded to kill Ms. Duckworth's provision.

Mr. Sullivan's office declined to comment.

Ms. Duckworth said she was frustrated with this year's result.

"Republicans are pushing for the largest defense bill in our nation's history to keep prosecuting an illegal war with no end in sight, yet they can't carve out a tiny fraction to ensure our nation's heroes have access to I.V.F. to build their families," she said, noting that service members have double the rate of infertility as the general population.

She added: "It's shameful that Republicans keep enabling Trump to break his promise to cover I.V.F. for our service members."

Son Blames Cancer for Biden's Disastrous Debate Night

By REID J. EPSTEIN
and NINA AGRAWAL

WASHINGTON — Hunter Biden said on a podcast episode published last week that he believed his father, former President Joseph R. Biden Jr., was unknowingly suffering from cancer during the disastrous debate performance that led to the end of his 2024 presidential campaign.

"He looked blank," Hunter Biden said on the "Macrodosing" podcast. "And what do I attribute that to? Well, I now know what to attribute it to." He added: "My dad had cancer. My dad, he was, and he didn't know. I mean, we didn't find out until nine months later that he not only had Stage 4 prostate cancer, but he had Stage 4 metastatic bone cancer, which means that it had been metastasizing for over a three-year period of time."

Mr. Biden, 83, was diagnosed in May 2025 with an aggressive form of prostate cancer, which had spread to his bones, his office revealed at the time. Last year he also had surgery to remove skin cancer lesions and completed a course of radiation therapy, his office has said.

The June 2024 debate effectively ended Mr. Biden's re-election bid. During the debate, he lost his train of thought and made confusing comments. He spent the next few weeks trying to reassure allies he could continue his run. But polls, which had already shown voters believed he was too old to be president, turned sharply against him while a cascade of Democrats called for him to drop out of the race. He bowed out in late July 2024.

Vice President Kamala Harris was soon picked by delegates to the Democratic National Convention to replace Mr. Biden. She went on to lose the general election to Donald J. Trump.

Medical experts who were not involved in Mr. Biden's care say prostate cancer is typically a slow-growing disease that can be present for years before causing symptoms or being diagnosed. They said it was unlikely, though, that Mr. Biden's debate performance was affected by the cancer that was diagnosed months later.

"This is a disease of older guys, and cognitive decline is associated with advanced age," said Dr. Paul Monk, a medical oncologist specializing in genitourinary cancers at the Ohio State University Comprehensive Cancer Center. "This is a classic example of association, not necessarily causation."

Dr. Monk said it is common for advanced prostate cancer to spread to the bones, as Mr. Biden's did, but quite rare for it to spread to the brain and thereby cause cognitive issues.

Dr. Paul Nguyen of Mass General Brigham Cancer Institute also said it was "extremely unlikely" that prostate cancer was the cause of his poor debate performance. "Prostate cancer does not metastasize to the brain, generally," he said.

Hunter Biden's remarks about his father's debate performance came amid his tour of the American podcast landscape. In recent weeks he sat for lengthy interviews with Gov. Gavin Newsom of California, the right-wing conspiracy theorist Candace Owens and a show called "Friends Keep Secrets," in which he discussed his art and recovery from drug addiction.

Former President Biden has appeared at a handful of recent political events and is often seen in Delaware and riding the Amtrak back and forth to Washington. He has written a memoir, which is due for release in November, two weeks after the midterm elections.

Hunter Biden's comments are the latest of at least a half-dozen different public explanations of Mr. Biden's struggles in the debate.

Immediately after the debate, the president himself blamed a "bad cold" for his performance. He also has claimed to have been distracted and suggested "it's hard to debate a liar."

A week later he told donors at a Virginia fund-raiser that he had traveled too much before the debate. "I didn't listen to my staff," he said then, saying he "nearly fell asleep onstage."

Last summer, Hunter Biden claimed his father had been given the prescription sleep aid Ambien to help recover from two trans-Atlantic flights and a star-studded fund-raiser in Los Angeles in the preceding weeks. (Hunter Biden later clarified to ABC News that he did not know for sure whether his father took Ambien before the debate.)

When Jill Biden, the former first lady, was on her book tour this spring, she said during an interview with CBS News that she thought while watching her husband that he was "having a stroke." She added: "I had never, ever seen Joe like that. Before or since."

T.J. Ducklo, a spokesman for the former president, did not respond to messages on Friday.

Hunter Biden, during a brief phone interview on Friday, declined to elaborate on his new assertion about his father's health during the debate.

"I'm not going to comment," he said. "I said what I said."

In Guthrie Ransom Note, Author Admits Her Death

By NICHOLAS BOGEL-BURROUGHS

A ransom note addressed to Savannah Guthrie a day after her 84-year-old mother, Nancy Guthrie, was kidnapped said that the elder Ms. Guthrie was "safe but scared," but another note sent several days later said that she had died unexpectedly of a medical condition.

The notes, released Friday by the Pima County Sheriff's Department in Arizona, suggested that whoever was responsible for her abduction may not have intended to kill her. And their release, nearly six months after Ms. Guthrie's disappearance, was also a sign of how little apparent progress the investigation has made.

The sheriff's department released the notes without saying whether they were authentic, but said that investigators hoped someone would recognize the writer's "patterns of word choice, syntax and phraseology."

"We believe these distinctive linguistic characteristics may be recognizable to someone who knows or has interacted with the notes' writer," the department said.

Savannah Guthrie, who hosts the "Today" show, has said that she believes that the two ransom notes were most likely authentic. Over the months, she has also indicated that she believes her mother may no longer be alive, but has been adamant that her family still needs to know what happened to her.

The two ransom notes were sent to news outlets in the days after the kidnapping, which took place in the early hours of Feb. 1 at Nancy Guthrie's home near Tucson. Investigators have released images and video from Ms. Guthrie's doorbell camera that show a masked and armed man at her door, but they have not been able to identify the person.

The first note, on Feb. 2, demanded $4 million in Bitcoin from Savannah Guthrie for the release of her mother by Feb. 5. If that deadline passed, the note said, the ransom would be $6 million and would need to be paid by Feb. 9.

"If payment is not received by the last deadline on Monday the 9th at 5 p.m., she will be killed," the note said. "Your mother is aware of this and her life is in your hands."

The note included two details about the state of Ms. Guthrie's home — a broken floodlight in the backyard and a white smart watch on the floor of her bedroom — that indicated it could be authentic.

Around that time, Savannah Guthrie said in a video online that her family was willing to pay but needed to know that the person being paid had her mother.

The second note was sent on Feb. 6, notably before the final deadline the first note had given, and was addressed to the Guthrie family. In it, the author said that "we did not fully grasp the seriousness" of Ms. Guthrie's physical condition.

"We never intended to hurt her, that was not our intention," it read. "She perished shortly after she was taken. We believe it was heart related. She is buried in nature now."

"Nothing you could have done could have changed the outcome," it said. "We want your family to know this and hope you all can find peace. We are truly sorry."

In addition to asking the public to consider the author's writing style, investigators asked people to consider whether any men they knew had changed their mood or appearance, had unexplained injuries or left the region around the time she was abducted.

TV anchor's mother has been missing for nearly six months.

In the weeks after Ms. Guthrie was kidnapped, Savannah Guthrie and her two older siblings had issued several videos in which they pleaded for their mother's release and said they would pay for her return but wanted proof that the ransom notes' author actually had her.

In one video issued on Feb. 7, the day after the second note was sent, Ms. Guthrie said that she and her siblings had received the kidnapper's message.

"We beg you now to return our mother to us so that we can celebrate with her," she said. "This is the only way we will have peace. This is very valuable to us, and we will pay."

Later that month, Ms. Guthrie issued a $1 million reward for any information leading to finding her mother, in addition to the $100,000 that the F.B.I. had offered for tips.

Last week, Savannah Guthrie had made another plea to whoever is responsible for her mother's abduction, saying she was begging them "to do the right thing now."

NBC, VIA REUTERS
Savannah Guthrie and her 84-year-old mother, Nancy Guthrie.

Iran Is Suspected in U.S. Water Supply Hacks

By DUSTIN VOLZ
and ERNESTO LONDOÑO

The scope of cyberattacks on U.S. water systems has grown to include at least seven states and may be far wider, officials and experts warned, as the authorities raced to safeguard the nation's water supply against an assault that increasingly appeared to be the work of Iran.

While there were no indications that any water supply had been altered or made unsafe to drink, state and local officials throughout the country were on high alert for problems in vulnerable computers that are commonly used to monitor and adjust water quality, including chemical-treatment levels and water pressure. Minnesota first publicly reported the attacks, and now Michigan says its systems have also been targeted.

The attack has little precedent, experts said, but has long been the stuff of nightmares and Hollywood thrillers: an apparent cyberattack by a foreign power during a time of war that could, at least in theory, jeopardize the health and safety of Americans.

Officials cautioned that they had not definitively determined that Iran was responsible for the attack and that the investigation was still preliminary. But they said Iran had stepped up cyberattacks since the U.S. and Israel launched a war against the country five months ago, and had previously targeted similar water systems and other critical infrastructure in the U.S. There seemed no financial motive, making a criminal attack less likely.

Despite growing concerns, President Trump downplayed the matter on Friday by blaming Minnesota — which was early to spot and report the recent surge in malicious hacking activity, helping to prompt other states to probe their own water systems — for suffering intrusions his own intelligence agencies believe were highly likely carried out by Iran, officials familiar with the assessment said.

"I think Minnesota is behind it," Mr. Trump said on Friday in response to a reporter's question about Iran's possible involvement, which The New York Times earlier reported. "I don't think there was an Iranian cyberattack."

The state's Democratic governor, Tim Walz, dismissed the accusation, warning in a social media post that this "is what modern warfare looks like."

After Mr. Trump's remarks, federal officials privately said Iran remains the top suspect but that the assessment remained preliminary and had not yet established definitive forensic proof. That is not unusual in complex cyber-investigations, which can often take months to reach authoritative conclusions, if at all.

ERIN KIRKLAND FOR THE NEW YORK TIMES

A water tower in Flint, Mich. Water systems were hit by cyberattacks but were operating safely.

Nate George, the mayor of Braham, a small city north of Minneapolis that was among those affected by the cyberattack, said federal and local officials had little doubt about the likely culprit.

"We're getting bits and pieces of information from the state of Minnesota and the F.B.I.," he said in an interview on Friday afternoon. "They are pretty sure it's Iranian actors" but are reluctant to say so publicly, he added. A memo sent by an industry group that shares cyberthreat information among water utilities that was obtained by Wired magazine said the attacks aligned with hacking activity by Iran-affiliated actors.

War in the Mideast is linked to cyberthreats in seven states.

Mr. George, a Republican who is running for state auditor, said he had heard the president's remarks casting doubt on Iranian culpability. He said that the president was "entitled to his opinion," but that it is incumbent on state officials to help cities harden their defenses against cyberattacks.

Minnesota was not the only state to suffer intrusions. In a public advisory published late Thursday, after the Times report, the F.B.I. and the Environmental Protection Agency said that since Monday "at least seven states have reported incidents to the F.B.I., and some of that activity degraded water operations."

Officials have declined to say which states have been affected, but a spokesman for the Michigan state government confirmed that his state's system was attacked.

"We received a small number of reports from Michigan communities indicating activity consistent with what federal agencies described," Dale George, the spokesman, said in an email. Mr. George added that all systems affected were operating safely and there were "no known impacts that posed a public health concern."

Alex Orleans, a former U.S. government cybersecurity contractor who tracks Iranian hacking groups, said Tehran had been engaging in a variety of hacking operations against U.S., Israeli and Middle Eastern targets since the start of the war in February. But the intrusions into the U.S. water systems appeared to be a significant escalation.

"What's unprecedented here is that we're seeing direct, tangible effects to live industrial control systems inside U.S. critical infrastructure," said Mr. Orleans, who is now the chief of threat intelligence at Sublime Security, an email protection company.

The U.S. Cybersecurity and Infrastructure Security Agency, in an advisory issued Thursday, said the hackers were "targeting water entities of all sizes" and recommended facilities unplug vulnerable controllers from the internet. The hacking activity, it added, had "resulted in boil water notices and sustained manual operations."

The agency has for months been warning the public that Iran may seek to compromise water utilities and other critical infrastructure.

Former intelligence officials and cybersecurity experts said the hackers were likely engaging in opportunistic behavior rather than selecting specific cities and towns. That means that potentially any facility using the vulnerable internet-connected operational systems was at risk.

Iran, Mr. Orleans said, was likely looking to infiltrate as many victims networks as possible throughout the states before they can protect against "the opportunistic tradecraft that the U.S. government has offered multiple, explicit warnings about."

Mr. George, the mayor in Minnesota, said city officials had received guidance on how to patch water systems that had been affected and how to bolster defenses against attacks Iranian hackers are capable of carrying out.

While manual workarounds are keeping water flowing for now, he said the attack highlighted the rudimentary nature of critical infrastructure in many small cities.

"I think the troubling thing on the horizon is how do we move forward to a more secure system," Mr. George said.

"IT infrastructure upgrades are very costly and we are a very small municipality."

Dropping D.C. Pool Case Draws Trump's Outrage

By GLENN THRUSH

WASHINGTON — Jeanine Pirro faced the cameras on July 2 with characteristic self-assurance to announce the indictment of the 67-year-old ex-Olympian David Hearn for trashing "sacred" government property, President Trump's highly prized but shoddily renovated Reflecting Pool.

"This is not only a priority for the president, but for myself," said Ms. Pirro, the U.S. attorney for the District of Columbia, disclosing felony vandalism charges against Mr. Hearn for touching the lining of the pool in front of the Lincoln Memorial. She added: "We will prove beyond a reasonable doubt that Hearn willfully destroyed property."

This was not the case.

Ms. Pirro's office dramatically reversed course on Friday, not only withdrawing the charge against Mr. Hearn but blasting the Interior Department for the rushed and "botched" renovation, along with U.S. Park Police officials who fed bad information that led her to publicly cite "tremendous evidence" against Mr. Hearn. In the process, intentionally or not, she skated perilously close to contradicting Mr. Trump — and he noticed.

Ms. Pirro's 20-page filing did not refer to, much less rebuke, Mr. Trump for claiming the damage was caused by left-wing vandals rather than his administration's missteps. But it raised innate doubts about his assertion that criminals had slashed the pool's lining with a "knife or blade."

That Ms. Pirro, a former Westchester, N.Y., district attorney and Fox News personality, was aiming much of her criticism not at Mr. Trump, but his interior secretary, Doug Burgum, who oversaw the issuance of a no-bid contract to renovate the pool, did not appear to matter much.

On Saturday morning, Mr. Trump dashed off a post on Truth Social that made clear he was unhappy with Ms. Pirro, a friend and ally since the 1980s.

"I disagree 100% with Jeanine Pirro," Mr. Trump wrote.

"I don't know what she was thinking? To me, it was a pure case of VANDALISM," he wrote, adding, "There may have been some contractor difficulty, but the major damage was caused by VANDALS!"

Ms. Pirro's U-turn was a rare instance in which a Trump-appointed U.S. attorney publicly acknowledged that a prosecution once embraced was fatally compromised, in an administration in which admitting fault is seen as weakness and in which taking actions that contradict the boss is seen as self-destruction.

"Trump is mad at Pirro because she finally admitted what we made clear in our legal filings all along: Trump's botched renovation was responsible for the damage, not Davey Hearn," said Norman L. Eisen a member of Mr. Hearn's defense team and a co-founder of Democracy Defenders Fund, which has represented people targeted by the Trump administration.

"Her claim that she and her office were previously duped by Interior is nonsense," he added. "Starting immediately after the arraignment, our motions repeatedly proved that the administration was to blame, not Davey."

Tim Lauer, a spokesman for the U.S. attorney's office, declined to comment. "The filing speaks for itself," he wrote in an email.

The about-face also underscored a recurrent pattern that has diminished the Justice Department's once-sterling standing with federal judges and juries — the rush by Trump-appointed U.S. attorneys across the country to take quick action against those accused by the president of transgressions, even petty ones.

It is now much more common for grand juries around the country, particularly in Washington, to reject indictments brought by the department. In years past, this almost never happened.

Ms. Pirro's filing is, in a sense, an effort to replace the case against Mr. Hearn in federal court with a case in the court of public opinion against Mr. Burgum; the contractor, Atlantic Industrial Coatings; and Park Police officials.

In the filing, she said that her staff relied almost exclusively on claims by Interior Department officials that the extensive damage to the lining of the pool was caused by Mr. Hearn and other vandals who were observed tugging at or removing pieces of material from the wall.

That information, coupled with police testimony about Mr. Hearn's movements, convinced prosecutors to bring the case before the grand jury on July 2. They opted for a felony, which carried a potential 10-year prison sentence, rather than a misdemeanor, because the damage exceeded the legal threshold of $1,000.

At the time, Ms. Pirro wrote, her office "was not in possession of any information from D.O.I. indicating that any damage to the Reflecting Pool was caused by anything other than the actions of the defendant and other vandals who damaged the pool's lining."

It all began to unravel, however, after prosecutors followed up by asking for "everything" — government reports, police and witness statements, photographs, body camera footage and, critically, internal assessments of the high-profile renovation project.

U.S. attorney blamed shoddy construction, a near contradiction.

By late July, Ms. Pirro's office obtained 695 megabytes of documents that led Ms. Pirro to conclude the damage observed was "the result of flawed installation by the contractor," coupled with "the rush to complete the project prior to events associated with the America250 celebration."

But Ms. Pirro's critics, including Mr. Eisen, said her account ignored the fact that problems with the renovation of the algae-choked pool had been widely known and reported in the press and in their own court filings.

Mr. Hearn's team maintained that he had merely "touched a piece of coating that had already detached, released it when asked to do so by a park employee, and left the pool in no worse condition in which he found it."

Photos and testimony introduced in the case had indicated that substantial cracks had already appeared, and water started leaking from the pool, before Mr. Hearn's visit. Mr. Hearn's lawyers questioned whether that information had been made clear to grand jurors, complaining of "irregularities that reflect a misleading presentation."

His legal team was "evaluating all legal remedies," Mr. Eisen said.

Zach Montague contributed reporting.

Justice Dept. Subpoenas Times Freelance Reporter

By DEVLIN BARRETT

WASHINGTON — A freelance reporter has been fighting a subpoena from the Trump administration seeking to force him to reveal his sources for a New York Times article about a failed top secret mission in North Korea, according to people familiar with the matter.

The subpoena, which has not been previously disclosed, reflects the administration's intensifying campaign to investigate leaks of government secrets by pressuring reporters to divulge their sources. Until President Trump began his second term, federal subpoenas to reporters were exceedingly rare.

In February, F.B.I. agents showed up at the New York home of the reporter, Matthew Cole, to deliver the grand jury subpoena, which was issued by prosecutors in Newport News, Va., according to the people familiar with the matter, who described the private conversations on the condition of anonymity.

The investigators are seeking Mr. Cole's testimony for two years' worth of information concerning his contacts and conversations, as they try to identify his sources for the article about the operation in North Korea, the people familiar with the matter said. It is unclear if the administration has also sought Mr. Cole's phone and email data, as it has done in other cases.

Mr. Cole's lawyer, David A. O'Neil, who has also represented The Times in a separate fight with the administration over subpoenas about its coverage of Air Force One, said in a statement that Mr. Cole "has dedicated his professional life to bringing official misconduct to light and informing the public about the workings of its government." His client, he added, "will not be intimidated from continuing that important work. He will defend press freedom and the First Amendment from this administration's brazen attacks on journalists, and he will honor his commitment to his sources."

The Times is providing a legal defense to Mr. Cole.

The Justice Department declined to comment on the specific investigation, but said in a statement that it would use all available legal tools to "uncover those who unlawfully disclose national defense information."

ED JONES/AGENCE FRANCE-PRESSE — GETTY IMAGES

The Trump administration is seeking testimony regarding an article about a failed mission conducted in 2019 in North Korea.

In the months since Mr. Cole's subpoena, The Times, The Wall Street Journal, and The Washington Post have faced similar subpoenas. The news organizations have resisted, and judges have voiced skepticism about the government's efforts, prompting the administration to back down in those cases.

However, the Justice Department has so far refused to withdraw its subpoena of Mr. Cole, despite his efforts to challenge it.

Charlie Stadtlander, a spokesman for The Times, said in a statement that the subpoena to Mr. Cole was "part of the government's escalating attacks on journalists, which should concern all Americans."

Last fall, Mr. Cole, along with a staff reporter for The Times, Dave Philipps, revealed the details of a Navy SEAL Team 6 mission in 2019 that went awry. The article described how the SEAL members killed two or three unarmed North Koreans who appeared to have stumbled upon the mission, a classified operation to plant a secret eavesdropping device near the country's coastline. The Times's account, published in September, drew on interviews with two dozen people.

The Justice Department has not subpoenaed Mr. Philipps, according to people familiar with the matter. He declined to comment.

Mr. Cole disclosed more details of his reporting on his Substack newsletter, stating that despite learning about the mission in 2023, he waited for months before making calls to find out more given the sensitive nature of the reporting.

Mr. Cole is also the author of "Princes and Thieves," a coming book about the finances and global entanglements of President Trump's son-in-law, Jared Kushner, and "Code Over Country: The Tragedy and Corruption of SEAL Team Six," a 2022 book about the elite Navy unit.

When F.B.I. agents tried to serve Mr. Cole with a subpoena at his New York City apartment in February, he was not home at the time, according to the people familiar with the matter. The subpoena was eventually delivered to his lawyer.

The Justice Department's policies on leak investigations can change between administrations, and in 2025, it loosened restraints on such inquiries. The new guidance, however, still labels subpoenas to reporters a "last resort." But in Mr. Trump's second term, the department has rushed to issue such demands, sometimes just days after the articles in question were published.

In March, the Trump administration demanded records from reporters at The Wall Street Journal, seeking to identify their sources for an article published on Feb. 23 that described internal discussions in the administration about the risks of a war with Iran.

The Justice Department also subpoenaed a Washington Post reporter over coverage of U.S. military operations in Venezuela, according to people familiar with the matter who spoke on the condition of anonymity.

The Post and Journal challenged the subpoenas under seal, leading to monthslong court battles in Virginia. In June, the administration withdrew the subpoenas after the federal judge overseeing the dispute indicated she was likely to quash them, according to people familiar with the matter.

In January, federal agents executed a search warrant at the home of another Post reporter, seizing her phone, computers and a smartwatch, as part of a separate, continuing leak investigation and prosecution.

In early July, the administration sought to determine the sources behind The Times's reporting about the new Air Force One, a 747 jet that was a gift from Qatar.

Two days after The Times reported that Mr. Trump did not fly out of Turkey on the plane as a security precaution and that it did not have all the features of the older jet, F.B.I. agents delivered subpoenas to three of the reporters who wrote the articles.

The administration also demanded phone companies turn over the reporters' phone records, as well as the phone records of two of the reporters' wives and of one reporter's mother.

The Times sought to quash the subpoenas, arguing that they were a dangerous attack on press freedom.

At a hearing last month in federal court in Manhattan, a judge sharply criticized prosecutors at the U.S. attorney's office for apparently failing to follow the law and the department's internal rules for conducting leak investigations.

Prosecutors denied intentionally flouting the law or regulations, but admitted making mistakes, which they attributed to not knowing the relevant case law before they demanded the reporters' data. The judge in that case, Arun Subramanian, has ordered the Justice Department to turn over internal emails leading up to those actions.

Under pressure from the judge, the Justice Department withdrew the subpoenas of the Times journalists involved in the Air Force One reporting, but said it would continue to investigate, leaving open the possibility that it might revisit the subpoenas.

Santos Is Fined $35,000 For His Prediction Bets

By SANTUL NERKAR

Former Representative George Santos has been fined $35,000 over allegations that he engaged in insider trading by placing bets on a prediction market about whether he would attend President Trump's State of the Union address, federal regulators announced on Friday.

Mr. Santos, according to the Commodity Futures Trading Commission, deceived bettors on Kalshi, the prediction market, into believing that he would be attending the February speech by making a series of social media posts.

Then Mr. Santos himself bet against his attendance. In total, Mr. Santos made around $18,000 through manipulated trades over a period of two weeks in February, according to the C.F.T.C.

Mr. Santos has agreed to pay a civil penalty for the misstatements, in addition to surrendering the profits, the agency said.

A spokeswoman for Kalshi said the company had investigated the trades by Mr. Santos and reported them to the C.F.T.C., "providing the evidence needed to secure an action against him." Mr. Santos did not respond immediately to a request for comment.

The settlement represents the latest admission by regulators of insider trading and other abuses on the fast-growing, lucrative platforms. Prediction markets and the C.F.T.C., which regulates the industry, have faced widespread scrutiny over whether they are effectively policing bad behavior.

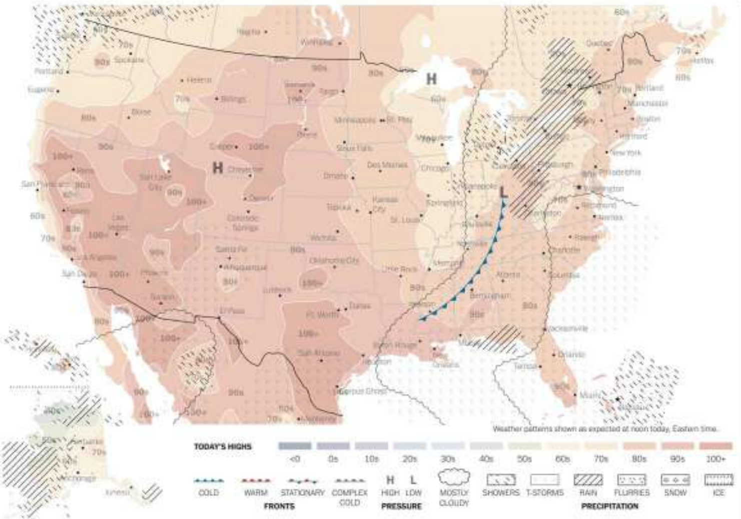
The New York attorney general on Friday sued Kalshi, accusing the company of operating in defiance of laws aimed at curbing unregulated gambling.

One popular bet on Kalshi in February was the guest list at the State of the Union, and Mr. Santos's planned appearance had become a topic of discussion among many users.

Mr. Santos, 38, was charged with fraud by federal prosecutors in 2023 and expelled from his seat as a New York Republican in Congress, after The Times and other outlets raised questions about his financial dealings and reported that he had lied extensively about his biography. He was sentenced to seven years and three months in prison in 2025, but was released after fewer than three months when President Trump commuted his sentence.

Weather Report

Meteorology by **AccuWeather**



Weather patterns shown as expected at noon today, Eastern time.

Metropolitan Forecast

TODAY ....Breezy and humid

High 82. It will be mostly cloudy and humid. Winds will be out of the southeast at 10 to 20 miles per hour. Temperatures will be slightly below average for this time of year.

TONIGHT ....Thunderstorms

Low 73. It will be cloudy and humid. There will be a few showers and thunderstorms, mainly later on. Winds will be out of the south-southeast at 4 to 8 m.p.h.

TOMORROW ....Thunderstorms

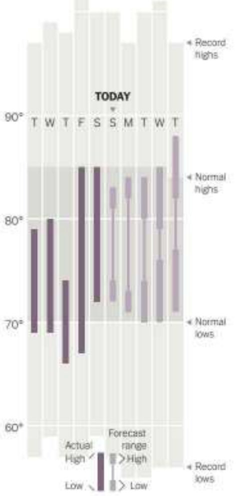
High 83. It will be cloudy and very humid. There will be a few showers and heavy thunderstorms. There may be ponding on streets and highways. Winds will be out of the southwest at 4 to 8 m.p.h.

TUESDAY ....Humid with thunderstorms

It will be cloudy in the morning with some sunshine in the afternoon. It will be humid with thunderstorms in the area. Winds will be out of the east-northeast at 6 to 12 m.p.h. The high will be 82.

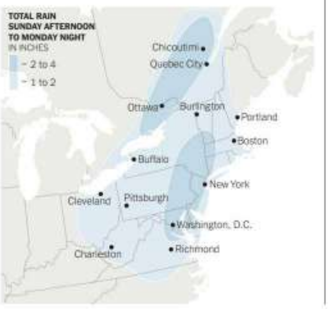
WEDNESDAY
THURSDAY .....Showers and thunderstorms

It will be mostly cloudy and humid with a couple of showers on Wednesday. The high will be 82. It will be cloudy with thunderstorms on Thursday. The high will be 85.



Highlight: Rounds of Rain in the East

Rounds of rain and thunderstorms are expected to occur in the Mid-Atlantic and the Northeast from Sunday afternoon into Monday night. A general 1 to 2 inches of rain is expected, with higher amounts of 2 to 4 inches along the Interstate 95 corridor. Repeated downpours may lead to ponding on roadways and even flash flooding in the heaviest storms. Storms will also be capable of producing damaging wind gusts in the Ohio Valley.



National Forecast

Showers and thunderstorms are expected to spread across the Southeast, Mid-Atlantic and Northeast today. Some storms may be heavy enough to produce flooding and damaging wind gusts, especially from western Pennsylvania to Virginia. Farther west, a partly sunny sky is expected across the Mississippi Valley.

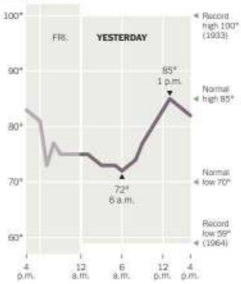
Across the Plains, temperatures will climb into the 90s and low 100s. Outside of a few thundershowers in New Mexico and eastern Arizona, the Rockies will be hot and sunny. Temperatures will also run well above average in the Southwest, but an onshore breeze will keep temperatures lower along the Pacific Coast.

Strong rip currents are also expected along the coast. Meanwhile, dry weather and gusty winds will lead to an extreme fire risk across the Northwest.

Metropolitan Almanac

In Central Park, for the 16 hours ended at 4 p.m. yesterday.

Temperature



Avg. daily departure from normal this month .... +1.0°

Avg. daily departure from normal this year.................. -0.2°

Reservoir levels (New York City water supply)

Yesterday 91%
Est. normal 90%

Precipitation (in inches)

Yesterday 0.00
Record 2.85

For the last 30 days
Actual 4.89
Normal 4.51

For the last 365 days
Actual 37.23
Normal 49.52

LAST 30 DAYS

Air pressure
High .... 29.99 8 a.m.
Low .... 29.96 1 a.m.

Humidity
High .... 87% 3 a.m.
Low .... 68% 10 a.m.

Cooling Degree Days

An index of fuel consumption that tracks how far the day's mean temperature rose above 65

Yesterday.. 14
So far this month.. 14
So far this season (since January 1) 774
Normal to date for the season 714

Trends

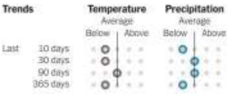


Chart shows how recent temperature and precipitation trends compare with those of the last 30 years.

Recreational Forecast

Sun, Moon and Planets

Last Quarter	New	First Quarter	Full
Aug. 5	Aug. 12 1:38 p.m.	Aug. 19	Aug. 28 12:18 a.m.

Sun RISE 5:53 a.m.
SET 8:11 p.m.
NEXT R 5:54 a.m.

Moon S 9:56 a.m.
R 10:03 p.m.
S 11:03 a.m.

Jupiter R 5:38 a.m.
S 8:03 p.m.

Mars R 2:14 a.m.
S 5:17 p.m.

Saturn S 11:25 a.m.
R 10:55 p.m.

Venus R 9:47 a.m.
S 10:03 p.m.

Boating

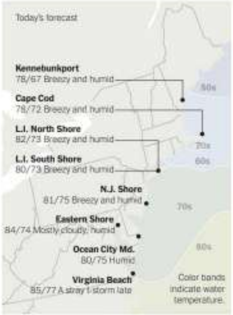
From Montauk Point to Sandy Hook, N.J., out to 20 nautical miles, including Long Island Sound and New York Harbor.

Winds will be out of the south from 10-15 knots, gusting to 20 knots in the afternoon. Waves will be 1-2 feet on New York Harbor, 1 foot or less on Long Island Sound and 2-3 feet on the open ocean.

High Tides

Atlantic City	10:36 a.m.	10:47 p.m.
Barnegat Inlet	10:49 a.m.	11:01 p.m.
The Battery	11:21 a.m.	11:26 p.m.
Beach Haven	12:15 p.m.	—
Bridgeport	2:09 a.m.	2:33 p.m.
City Island	1:52 a.m.	2:16 p.m.
Fire Island Lt.	11:43 a.m.	11:52 p.m.
Montauk Point	12:33 p.m.	—
Northport	2:12 a.m.	2:37 p.m.
Port Washington	2:01 a.m.	2:25 p.m.
Sandy Hook	10:57 a.m.	11:06 p.m.
Shinnecock Inlet	10:52 a.m.	11:06 p.m.
Stamford	2:10 a.m.	2:33 p.m.
Tarrytown	12:34 a.m.	1:10 p.m.
Willets Point	1:54 a.m.	2:18 p.m.

Beach and Ocean Temperatures



It will be humid, breezy and mostly cloudy from Maine to Virginia. While much of the coast will be dry, there will be spotty afternoon thunderstorms along the Virginia Beaches. Temperatures will range from the upper 70s along the New England Coast to the middle 80s from New Jersey to Virginia.

Cities

High/low temperatures for the 16 hours ended at 4 p.m. yesterday, Eastern time, and precipitation (in inches) for the 16 hours ended at 4 p.m. yesterday. Expected conditions for today and tomorrow.

C	Clouds	**S**	Sun
F	Fog	**Sn**	Snow
H	Haze	**SS**	Snow showers
I	Ice	**T**	Thunderstorms
PC	Partly cloudy	**Tr**	Trace
R	Rain	**W**	Windy
Sh	Showers	**–**	Not available

N.Y.C. region	Yesterday	Today	Tomorrow
New York City	85/ 72 0	82/ 72 C	81/ 71 T
Bridgeport	84/ 65 0	81/ 74 C	81/ 71 T
Caldwell	87/ 65 0	82/ 72 C	85/ 69 T
Danbury	83/ 60 0	80/ 73 C	82/ 68 T
Islip	83/ 64 0	81/ 74 C	82/ 72 T
Newark	87/ 67 0	84/ 74 C	86/ 73 T
Trenton	86/ 65 0	83/ 72 C	83/ 70 T
White Plains	84/ 64 0	81/ 71 C	81/ 69 T

United States	Yesterday	Today	Tomorrow
Albany	84/ 69 0	81/ 70 T	80/ 63 T
Albuquerque	95/ 69 0.05	97/ 73 PC	103/ 73 T
Anchorage	70/ 53 0	66/ 59 S	62/ 56 R
Atlanta	84/ 74 0.63	86/ 71 T	85/ 69 T
Atlantic City	83/ 73 0	81/ 75 C	80/ 75 T
Austin	98/ 72 0.17	101/ 71 S	103/ 77 S
Baltimore	87/ 73 0	80/ 73 T	87/ 72 T
Baton Rouge	95/ 78 0.08	93/ 73 T	93/ 76 PC
Birmingham	91/ 72 0.53	86/ 71 T	83/ 68 T
Boise	101/ 61 0	87/ 54 PC	85/ 55 S
Boston	83/ 69 0	84/ 70 C	80/ 69 T
Buffalo	88/ 68 0.04	76/ 65 R	78/ 63 Sh
Burlington	86/ 72 0.04	86/ 69 T	79/ 63 Sh
Casper	99/ 66 0	104/ 57 S	84/ 51 S
Charlotte	88/ 72 0.04	82/ 73 T	86/ 71 T
Chattanooga	84/ 72 0.59	85/ 70 T	83/ 70 T
Chicago	72/ 66 0.57	77/ 64 PC	81/ 64 S
Cincinnati	77/ 68 0.97	78/ 67 T	79/ 66 C
Cleveland	84/ 70 0.10	79/ 67 R	79/ 64 PC
Colorado Springs	87/ 59 0	94/ 61 PC	96/ 62 T
Columbus	80/ 70 0.31	81/ 68 T	79/ 64 PC
Concord, N.H.	86/ 65 0	86/ 69 C	77/ 60 T
Dallas-Ft. Worth	100/ 74 0	98/ 76 S	102/ 80 S
Denver	93/ 68 0	101/ 72 S	99/ 59 T
Des Moines	81/ 64 0	83/ 63 S	85/ 64 S
Detroit	81/ 69 0.11	74/ 62 R	81/ 59 PC
El Paso	100/ 76 0.04	99/ 76 S	102/ 80 T
Fargo	87/ 65 0	90/ 68 W	89/ 54 T
Hartford	87/ 69 0	83/ 70 C	83/ 65 T
Honolulu	88/ 76 0.14	88/ 75 R	87/ 74 R
Houston	99/ 78 0	100/ 78 PC	99/ 79 S
Indianapolis	78/ 68 0.35	78/ 66 T	81/ 63 PC
Jackson	96/ 70 0.08	87/ 70 Sh	91/ 69 Sh
Jacksonville	90/ 76 0.11	87/ 75 T	86/ 76 T
Kansas City	82/ 63 0	85/ 64 S	87/ 65 S
Key West	91/ 83 0.10	90/ 84 PC	90/ 83 PC
Las Vegas	116/ 92 0	115/ 90 S	114/ 88 S
Lexington	78/ 67 1.12	80/ 66 T	79/ 66 T
Little Rock	89/ 72 0	90/ 71 PC	94/ 70 PC
Los Angeles	93/ 69 0	92/ 69 S	89/ 68 S
Louisville	81/ 70 0.40	79/ 69 T	82/ 69 C
Memphis	84/ 71 0.08	79/ 70 Sh	86/ 71 PC
Miami	95/ 80 0.50	90/ 81 T	93/ 79 T
Milwaukee	70/ 65 0.75	73/ 63 S	77/ 62 S
Mpls.-St. Paul	87/ 64 0	84/ 66 S	85/ 68 S
Nashville	86/ 70 0.16	79/ 70 T	81/ 68 T
New Orleans	95/ 78 0.08	93/ 78 T	92/ 77 PC
Norfolk	89/ 74 0	89/ 77 T	82/ 73 T
Oklahoma City	93/ 67 0	94/ 67 S	98/ 72 S
Omaha	86/ 61 0	88/ 66 S	87/ 67 S
Orlando	90/ 76 0.66	86/ 76 T	89/ 74 T
Philadelphia	88/ 74 0	86/ 74 T	84/ 73 T
Phoenix	117/ 94 0	116/ 93 S	113/ 90 PC
Pittsburgh	82/ 69 0	79/ 68 R	81/ 67 T
Portland, Me.	78/ 66 0	81/ 67 C	75/ 63 T
Portland, Ore.	76/ 56 0.02	75/ 55 PC	88/ 59 S
Providence	84/ 69 0	81/ 72 C	79/ 68 T
Raleigh	88/ 73 0	85/ 74 T	83/ 74 T
Reno	102/ 63 0	101/ 63 S	99/ 64 S
Richmond	86/ 72 0	83/ 74 T	83/ 72 T
Rochester	87/ 68 0.04	76/ 66 R	77/ 59 Sh
Sacramento	102/ 63 0	104/ 63 S	106/ 62 S
Salt Lake City	105/ 76 0	102/ 72 PC	95/ 66 PC
San Antonio	98/ 79 0.10	102/ 78 T	102/ 79 S
San Diego	80/ 70 0	80/ 70 PC	78/ 70 PC
San Francisco	73/ 56 0	77/ 56 S	76/ 56 S
San Jose	86/ 60 0	88/ 61 S	89/ 59 S
San Juan	92/ 79 0.11	90/ 79 T	92/ 79 T
Seattle	73/ 54 0.05	70/ 54 Sh	77/ 58 S
Sioux Falls	82/ 60 0	85/ 65 S	89/ 62 W
Spokane	87/ 49 0	74/ 54 PC	79/ 55 PC
St. Louis	75/ 67 0.13	81/ 66 Sh	84/ 67 PC
St. Thomas	91/ 82 0.04	90/ 82 Sh	92/ 80 T
Syracuse	88/ 72 0.04	80/ 69 R	78/ 63 T
Tampa	88/ 78 0.26	84/ 79 T	85/ 77 T
Toledo	80/ 69 0.17	76/ 63 R	81/ 59 PC
Tucson	109/ 86 0.04	110/ 84 S	107/ 80 T
Tulsa	90/ 69 0	92/ 69 PC	96/ 72 S
Virginia Beach	86/ 75 0	85/ 77 T	83/ 75 T
Washington	87/ 74 0	82/ 75 T	87/ 74 T
Wichita	90/ 66 0	93/ 67 S	95/ 72 S
Wilmington, Del.	87/ 71 0	83/ 74 T	84/ 72 T

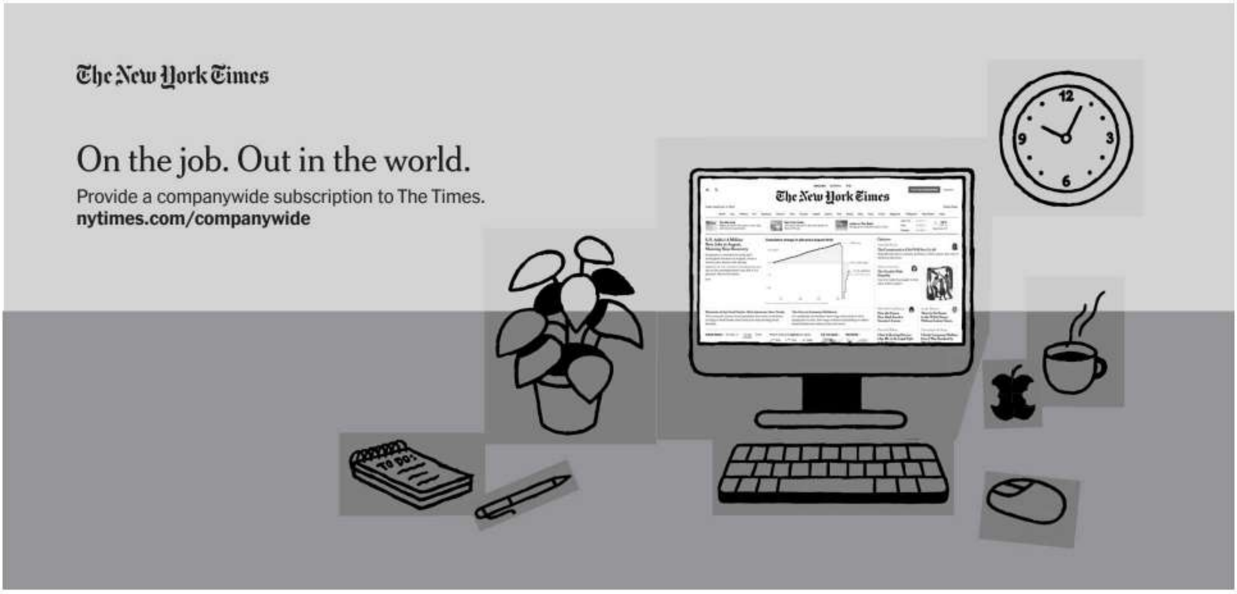
Africa	Yesterday	Today	Tomorrow
Algiers	95/ 71 0	98/ 73 S	98/ 76 S
Cairo	102/ 79 0	102/ 77 PC	99/ 75 PC
Cape Town	81/ 45 0	75/ 46 PC	72/ 47 PC
Dakar	88/ 77 0.19	90/ 81 T	88/ 80 PC
Johannesburg	62/ 34 0	65/ 38 PC	67/ 38 S
Nairobi	76/ 53 0	76/ 55 C	72/ 57 C
Tunis	99/ 73 0	101/ 79 S	106/ 79 S

Asia/Pacific	Yesterday	Today	Tomorrow
Baghdad	119/ 90 0	118/ 95 PC	117/ 95 W
Bangkok	91/ 78 0.05	92/ 80 R	92/ 80 R
Beijing	95/ 79 0.08	92/ 78 T	94/ 78 T
Damascus	107/ 72 0	107/ 71 S	108/ 69 S
Hong Kong	83/ 78 1.23	83/ 79 Sh	84/ 79 Sh
Jakarta	92/ 77 0.04	92/ 77 PC	90/ 76 Sh
Jerusalem	92/ 72 0	92/ 75 S	91/ 71 S
Karachi	95/ 86 0	91/ 82 C	91/ 82 C
Manila	88/ 79 0.14	91/ 79 T	86/ 79 T
Mumbai	88/ 81 0.03	87/ 80 R	86/ 81 R
New Delhi	94/ 81 0.16	92/ 80 R	91/ 79 R
Riyadh	114/ 86 0	114/ 89 C	114/ 90 PC
Seoul	93/ 81 0	94/ 78 PC	97/ 80 T
Shanghai	101/ 83 0.21	98/ 81 T	96/ 79 PC
Singapore	90/ 80 0	90/ 79 Sh	88/ 80 R
Sydney	65/ 46 0.04	68/ 50 S	73/ 47 C
Taipei City	95/ 80 0.04	98/ 80 T	98/ 78 T
Tehran	95/ 79 0	97/ 76 PC	96/ 76 S
Tokyo	95/ 79 0.07	93/ 75 T	83/ 74 C

Europe	Yesterday	Today	Tomorrow
Amsterdam	75/ 55 0	79/ 63 PC	89/ 67 S
Athens	88/ 77 0	91/ 74 S	95/ 74 S
Berlin	71/ 64 0.69	78/ 56 PC	85/ 66 S
Brussels	80/ 55 0	85/ 61 PC	92/ 70 PC
Budapest	101/ 66 0	99/ 75 S	102/ 71 S
Copenhagen	69/ 59 0.14	71/ 55 PC	73/ 59 PC
Dublin	69/ 50 0	64/ 56 C	69/ 58 Sh
Edinburgh	64/ 48 0.01	67/ 54 C	61/ 56 R
Frankfurt	82/ 64 0.14	90/ 68 S	95/ 69 S
Geneva	89/ 68 0	92/ 66 S	95/ 65 T
Helsinki	73/ 59 0	72/ 54 S	71/ 52 S
Istanbul	84/ 72 0	88/ 73 W	89/ 72 S
Kyiv	90/ 57 0	92/ 68 S	93/ 69 S
Lisbon	87/ 66 0	83/ 66 PC	79/ 66 PC
London	78/ 59 0	84/ 61 PC	91/ 64 C
Madrid	101/ 66 0	99/ 70 S	93/ 68 S
Moscow	81/ 57 0	87/ 59 S	78/ 57 PC
Nice	87/ 81 0	88/ 78 S	89/ 77 S
Oslo	67/ 48 0	72/ 49 PC	73/ 52 PC
Paris	84/ 63 0	90/ 67 C	94/ 69 PC
Prague	81/ 70 0.06	81/ 60 PC	91/ 67 T
Rome	93/ 72 0	93/ 75 S	92/ 72 PC
St. Petersburg	78/ 69 0.86	69/ 58 R	72/ 59 Sh
Stockholm	69/ 54 0	68/ 52 W	69/ 48 S
Vienna	97/ 75 0	92/ 67 S	102/ 71 S
Warsaw	88/ 72 0	78/ 62 PC	87/ 67 T

North America	Yesterday	Today	Tomorrow
Acapulco	84/ 79 0	91/ 78 C	91/ 78 T
Bermuda	85/ 79 Tr	87/ 79 PC	88/ 79 S
Edmonton	65/ 61 0	65/ 42 R	68/ 47 PC
Guadalajara	67/ 61 0	86/ 60 T	83/ 62 T
Havana	87/ 72 0	93/ 75 T	90/ 72 R
Kingston	87/ 82 0	92/ 82 PC	92/ 82 PC
Martinique	87/ 77 0	91/ 80 Sh	91/ 77 S
Mexico City	62/ 56 0	80/ 57 R	79/ 57 PC
Monterrey	83/ 72 0	95/ 73 S	98/ 72 S
Montreal	78/ 68 0	79/ 68 R	79/ 63 R
Nassau	91/ 81 0.05	90/ 80 T	91/ 80 T
Panama City	87/ 77 0.18	90/ 76 T	91/ 76 T
Quebec City	69/ 61 0	81/ 65 T	73/ 57 R
Santo Domingo	89/ 74 0	91/ 74 PC	91/ 75 T
Toronto	80/ 73 0.03	73/ 62 R	79/ 62 PC
Vancouver	67/ 59 0.07	70/ 55 Sh	72/ 57 S
Winnipeg	67/ 55 Tr	92/ 65 W	76/ 51 T

South America	Yesterday	Today	Tomorrow
Buenos Aires	68/ 61 0.49	60/ 56 C	62/ 52 Sh
Caracas	84/ 77 0	92/ 77 S	90/ 77 T
Lima	72/ 70 0	75/ 69 PC	75/ 68 PC
Quito	58/ 49 0	70/ 47 R	67/ 50 Sh
Recife	82/ 73 0.02	84/ 74 Sh	83/ 76 Sh
Rio de Janeiro	75/ 66 0	79/ 68 S	78/ 67 PC
Santiago	45/ 39 0	59/ 48 R	65/ 47 C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PASCAL LE SEGRETAIN/GETTY IMAGES

John Galliano, considered one of the most influential living fashion designers, lost his job as Dior's head designer in 2011 after making antisemitic comments.

Met Gala to Honor Galliano, Infamous for Antisemitic Rant

By VANESSA FRIEDMAN

VICTOR VIRGILE/GAMMA-RAPHO, VIA GETTY IMAGES

Besides serving as the theme for the red carpet event, an exhibition on Galliano will open at the Metropolitan Museum of Art.

JEAN-PIERRE MULLER/AGENCE FRANCE-PRESSE — GETTY IMAGES

The decision to celebrate Galliano comes amid rising antisemitism. Met officials spoke with Jewish leaders for their blessing.

The group of people gathered for a closed-door meeting at the Metropolitan Museum of Art in May was unusual by any measure: Anna Wintour, Vogue's global editorial director and a Met trustee; Andrew Bolton, curator in charge of the Met's Costume Institute; the fashion designer John Galliano — and a handful of the most influential rabbis and Jewish leaders in New York City.

The meeting had been orchestrated to get their thoughts on the potential issues with next year's planned fashion extravaganza — a show dedicated to Galliano's work — and perhaps their blessing for it. It was one of several such meetings held with Jewish leaders over the last year.

Galliano is considered by many in the fashion world to be one of the most important contemporary designers, whose work as head designer of Dior, a job he held from 1996 to 2011, went beyond mere fashion to enter the realm of fantasy. But he became a household name after a video of him making antisemitic comments became international news in 2011. He subsequently lost his job at Dior, was convicted of a hate crime in a Paris court, and embarked on a period of rehabilitation; he returned to fashion as creative director of Maison Margiela in 2014.

All of which still makes him a thorny choice for the show at this moment. Antisemitism is on the rise, and some Jewish New Yorkers are uneasy with the leadership of Mayor Zohran Mamdani, most recently after the stabbing of two men last month in broad daylight, one of whom was leaving a Jewish community center in Manhattan. The attack is being prosecuted as a hate crime.

The Galliano exhibition — which the museum confirmed on Friday after an article was published in The New York Times — would make him only the third living designer ever to be made the subject of a solo exhibition at the museum, joining Yves Saint Laurent and Rei Kawakubo. It's the highest honor the institution can confer on a designer.

"The fear clearly was the show could be met with a lot of resistance — not just skepticism, but a feeling of it's wrong," said Rabbi Rick Jacobs, president of the Union for Reform Judaism in North America, who had been among those at that meeting in May. But Galliano impressed him. "The word I come back to is 'sincerity,'" Jacobs said. "He was open. He looked right at us and spoke in a clear way, not as if he had memorized talking points."

Jonathan Greenblatt, chief executive of the Anti-Defamation League, said in an email to TheTimes: "We believe John Galliano has genuinely worked through the issues that led to his antisemitic outburst years ago in Paris, and we have long since accepted his apology. His efforts to repair the damage his words caused and to learn from that incident should be applauded."

Some in the room spoke of the Jewish principle of teshuvah, or repentance, and the importance of second chances.

But there was also concern about how the show could celebrate Galliano's work while wrestling meaningfully with the realities and consequences of his past behavior.

"What we had said to them is it would be powerful, poignant and productive if they were able to leverage it as an opportunity to teach about the reality of antisemitism, and somehow wrap into the exhibition the importance of fighting back and the dangers of antisemitism in this moment," said Rabbi Joshua Davidson of Temple Emanu-El, a 180-year-old synagogue just a few blocks south of the Met.

Bolton, who said Galliano's contributions to fashion's history were "undeniable," also said he had been considering a Galliano show since 2010, though he had not gotten serious about it until 2024. At that time, he said, both he and the museum's board decided they needed more consideration — though he denied that the hesitation had anything to do with fears over Galliano's past.

The Anti-Defamation League endorsed the institution's selection.

Now, he said, the current climate made the exhibition even more relevant.

"I completely understand why the timing might feel particularly difficult now, given the alarming rise of hate, but I do feel it makes the current questions more urgent — not less," Bolton said. "For me, the larger question is not whether artistic behavior excuses transgression, but how to hold artistic achievement and ethical accountability together without allowing one to erase the other. And at a moment of heightened division, I feel the museum and myself have a real responsibility to confront these issues."

"Avoiding his work doesn't remove his influence on fashion or solve the ethical questions around it," Bolton continued. "Our responsibility is neither to celebrate uncritically nor avoid that difficult history, but establish the record honestly, provide context and create the conditions for visitors to make an informed judgment."

Bolton said he would open the show with an "orientation gallery" that will delineate what he calls "the rupture" that has ultimately defined Galliano's career as much as the beauty of his work, though he is still working out exactly how that will be presented. Although he said he was planning to use the designer's own words as much as possible — he noted that his meetings with the Jewish community leaders had underscored the idea that clarity was paramount, and that euphemisms should be avoided — he also said that his job was not to represent Galliano's version of events, but the most accurate version. He is also considering creating an online forum where more discussion can take place.

A master of the bias-cut dress and an imaginative world-builder, Galliano, 65, is the man most responsible for transforming Dior from a well-mannered French heritage house into a global phenomenon. Then, in 2011, he was captured on video saying "I love Hitler," along with other, equally shocking remarks, in a Paris bar.

In "High & Low: John Galliano," a 2024 documentary on his rise, fall and later return, Galliano said he had been blackout drunk and addicted to drugs during the video incident, as well as during two separate events, when he made similar painful remarks; he called his words "foul" and "horrific." After his conviction, he went to rehab, and worked with a rabbi in London, as well as Abe Foxman of the Anti-Defamation League in New York, to learn about Judaism, antisemitism and the Holocaust. He then spent a decade at the helm of Maison Margiela, and celebrities like Zendaya, Tyla and Amal Clooney routinely wear his vintage designs on the red carpet. His clothes set records at auction.

Throughout, Wintour, 76, has remained one of Galliano's foremost champions — and perhaps the most powerful. Wintour is also the mastermind of the Met Gala, and has raised so much money for the department that its basement galleries were named in her honor in 2014 and the Costume Institute is close to amassing an endowment fund that will ensure its future economic security.

She was instrumental in orchestrating Galliano's return, and was one of the first people to wear one of his dresses publicly after his disgrace. In 2024, she told The Times, "I feel quite strongly that our culture has begun to move too quickly toward condemnation — toward a feeling of certainty that particular offenses or mistakes are unforgivable. The truth is we rarely know the full story, and all of us are fallible." A Galliano retrospective at the Met has been a longtime goal for Wintour, and would be an affirmation of her power to shape the fashion world and another element of her legacy.

"There is no one more deserving of an exhibition of this scale than John Galliano," Wintour wrote in a text message. "Designers dream of changing the world with a single collection; John has done it over and over again. His career isn't defined by a single moment — something he will live with for the rest of his life." But, she went on, "the exhibition won't shy away from any of the darkness."

Certainly, fashion seems to have moved past any discomfort with Galliano. In January, he sat front row at Jonathan Anderson's debut couture show for Dior — his first time back at the house since his dismissal — and was mobbed afterward not only by members of the audience but by Dior's owner, Bernard Arnault, and his entire family.

In March, Zara announced a two-year collaboration with Galliano. The response, in both cases, was excitement rather than castigation. And indeed, there is a long history in fashion of subordinating transgressions to talent, going back to Coco Chanel, who chose to collaborate with the Nazis rather than risk her business during World War II.

It remains to be seen whether that attitude will extend to the broader Met audience and the Galliano show, which will open May 9, 2027, and be on view through Jan. 9, 2028. However, there are plans for it to travel to other museums after the Met — another rare honor — and the leaders of those institutions will undoubtedly be watching the reactions closely.

"There may be many in the Jewish community who find this to be problematic," said Davidson, the Temple Emanu-El rabbi. "People may very likely be upset by it. I can understand those feelings."

That is why some rabbis expressed worry that they were being used as a Band-Aid. A person familiar with the museum deliberations said the Met's leaders were aware that this decision could be a mistake that might have serious repercussions.

But if the museum can meaningfully grapple with Galliano's history, said Jacobs, of the Union for Reform Judaism, the show could become "an opportunity to raise consciousness and awareness about what can be done. It could have a profound and positive effect."

Hiker's Body Is Found On a Trail In Wyoming

By ALENA CERRO

A hiker who was attempting a 3,100-mile trip through five states was found dead on a Wyoming hiking trail on Wednesday, according to the authorities.

The Teton County Sheriff's Office identified the hiker as William Standish, 28, of Australia.

He was traveling the Continental Divide National Scenic Trail from Canada to Mexico, along the Rocky Mountains. He was thru-hiking, a continuous journey from the start to the end of a long-distance trail that can take months to complete.

After visiting Yellowstone National Park, Mr. Standish explored a remote trail system between Yellowstone and Grand Teton National Park, according to Teton County Search and Rescue in Wyoming.

"Evidence suggests that he may have fallen from a steep, high-altitude ridgeline," the group said on Facebook.

Mr. Standish fell an estimated 250 to 300 feet, according to Matt Carr, the Teton County sheriff.

Mr. Standish's family filed a missing persons report in Australia on Monday after not hearing from him for four days, the search and rescue group said. The authorities then contacted Yellowstone and Grand Teton park officials.

Teton County Search and Rescue said it had obtained tracking data from a device that pinged Mr. Standish's last known location.

The group assembled a helicopter team and flew to the coordinates. From the air, the team spotted a bright orange backpack and soon found Mr. Standish's body.

The Teton County Coroner's Office said that the cause of Mr. Standish's death was pending.

Sheriff Carr on Friday described Mr. Standish as a very experienced hiker who kept up a good pace on the trail and had all the right supplies for his journey. "He was doing everything right," the sheriff said.

The Continental Divide National Scenic Trail traverses Montana, Idaho, Wyoming, Colorado and New Mexico.

The journey can take five to seven months, according to a planning guide published by the Continental Divide Trail Coalition, which describes the trail as one of the "most challenging landscapes in North America."

Hiking the trail requires meticulous planning, according to the guide, which suggests starting the trail from mid-June to early July. Expect snow "immediately" on passes in Glacier National Park, the guide says.

It is not uncommon to detour and explore alternate routes from the trail.

Following the route that Mr. Standish chose, "you immediately start in difficult terrain," according to the guide, which recommends checking in regularly with someone and letting the person know when you will be in contact next.

Devices, including emergency beacons, send check-in messages and alert the authorities in case of an emergency. It was unclear whether Mr. Standish had tried to call for help.

TETON COUNTY SEARCH & RESCUE

A search and rescue team found the Australian hiker.

Corrections

ARTS & LEISURE

An article on Page 6 this weekend about Sam Smith's new album, "Hazel Eyes," refers imprecisely to the site of one of Smith's performances. It took place at the Stonewall National Monument Visitors Center, not the monument itself.

MAGAZINE

An article on Page 18 this weekend about the novelist Colson Whitehead misstates the title of one of Whitehead's novels. It is "Apex Hides the Hurt," not "Apex Hides the Heart."

Errors are corrected during the press run whenever possible, so some errors noted here may not have appeared in all editions.

Contact the Newsroom
To contact the newsroom regarding correction requests, please email corrections@nytimes.com.

Sports

The New York Times

GREGORY SHAMUS/GETTY IMAGES

Jalen Brunson was named the M.V.P. of the 2026 N.B.A. finals. He scored 45 points in the last game.

These Moments Tell The Story of a Rise To Greatness

Jalen Brunson 'didn't take the elevator. He took the stairs,' a former coach says.

By JAYSON JENKS
The Athletic

IT'S THE SUMMER OF 2011. Blake Drazner is about to go to eighth-grade football practice on a brutally hot Chicago day when he notices one of his classmates walking down the block carrying a backpack and a basketball.

He thinks to himself: Why is Jalen walking with a backpack in this heat?

Then the same thing happens the next day: backpack, basketball, heat.

And the day after that.

Even on the days when it rains.

It becomes a running joke in the Drazner family: Guess who I saw walking today?

One day, Drazner asks Brunson what he's doing and where he's going, and Brunson tells him: walking to the gym, working out, then walking home.

Years later, Drazner looks up the distance: three miles there, three miles back, a workout sandwiched in between.

"It's a mentality," Drazner says. "And he's always had it."

IT'S THE SUMMER OF HIS FRESHMAN YEAR. Brunson is playing in Stevenson High School's summer league, with three or four games in a day, usually lasting until 9 or 10 p.m.

After the final game, Brunson and his best friend, Connor Cashaw, pack their stuff and get in the car.

Brunson tells Cashaw that they have three buckets — academics, working out to get better and being social — but realistically, he says, they can pick only two. For Brunson, the choice doesn't feel like much of a choice: academics and working out.

Twenty minutes later, they're in the gym at the Berto Center, the practice center for the Chicago Bulls. One of the perks of having a father on the coaching staff is getting to use the team's facility.

It's clear in those late-night workouts that Brunson thinks differently than other kids his age: How can I get better? How can I take the next step? How can I prepare for when I'm on varsity?

"That was the mind-set," Cashaw says. "One step at a time, one shot at a time."

IT'S HIS SENIOR YEAR OF HIGH SCHOOL. Brunson is a five-star recruit.

Kansas, Villanova, Illinois — they all want him.

His coach, Pat Ambrose, hears about Brunson's Friday nights after games. The rumors reach him via calls and texts.

"Did you hear Jalen was over there at 11 o'clock?" "I was at the gym the other night. Did you know Jalen was over there?"

So Ambrose talks to Brunson. He wants to make sure his star player isn't worn out. How many teenagers can handle a midnight workout after a game?

Brunson assures him that he can. Ambrose can't argue. Every day in practice, he sees the same energy, the same intensity, the same desire, the same mentality.

Those late nights are why Ambrose tells people now: "Jalen didn't take the elevator. He took the stairs."

IT'S HIS FRESHMAN YEAR OF COLLEGE. The days are packed.

Every morning, Villanova's players spend an hour working on individual technique. Every afternoon, they practice as a team for 2½ hours.

And every night after team dinner and schoolwork, Brunson and his father return to the gym at 10 p.m.

Jay Wright starts to get nervous. The Villanova coach worries that Brunson is fatigued, mentally and physically, so he meets with Rick Brunson and his son.

The night workouts have to stop, Wright tells them, or he will bar Jalen from the morning session. Two workouts in a day are enough.

Rick makes his case, but ultimately, he understands, and the night workouts stop.

But the following season, and the one after that, Jalen and his dad are back in the gym at night. They don't say anything to Wright, and he doesn't say anything to them.

By then, he has learned that Brunson can handle it.

IT'S THE SUMMER AFTER HIS JUNIOR YEAR AT VILLANOVA and the night before the N.B.A. draft. Brunson knows that his name will be called; he just doesn't know when.

He has people over in New Jersey to hang out. But around 10 p.m., he turns to his friends: "Let's go get some shots up."

So that's what he does the night before the Dallas Mavericks draft him with the 33rd pick in the second round.

IT'S THE SUMMER AFTER A SEASON IN THE N.B.A. He comes back to Villanova for a camp.

While everyone else is at lunch, Brunson heads to the court. Dhamir Cosby-Roundtree watches from one of the windows overlooking the gym.

He doesn't want to disturb Brunson; he just watches while he eats.

Everything about the workout appears intentional. Brunson comes off the pick-and-roll and pulls up for a 3-pointer, a hand in his face. He attacks the lane and pulls up for a midrange jumper. He stops, spins and fades away.

Every move, every shot, every drill seems to have a purpose. Cosby-Roundtree thinks back on those workouts much later: They're the same shots he sees Brunson hit in high-profile N.B.A. games.

ANOTHER N.B.A. SEASON BEGINS. George Galanopoulos is an assistant video coordinator for the Mavericks. The texts come sometime during the day.

"Jalen at 6:30."

"Jalen at 6:00."

"Jalen at 5:30."

Galanopoulos knows what they mean: Brunson will be there that night for another workout.

Brunson listens to Michael Jackson in the gym. Galanopoulos often rebounds. He watches Brunson work with the assistant coach Peter Patton and sees how he takes feedback, then applies it in real time.

Brunson has started to show that he is better than an average second-round pick. On some level, it confirms what Galanopoulos believes deeply as a coach: Players can do it — anyone can do it. They can maximize every ounce of talent if they have the right mentality.

IT'S SOMETIME DURING THE 2023-24 N.B.A. SEASON. Ryan Arcidiacono is a member of the New York Knicks.

He spends a good amount of time around the team's video coordinators. They're the behind-the-scenes guys, the grinders. They work hard and long hours.

Sometimes Arcidiacono goes to lunch with them, while other times they grab a bite in the evening. They stick around late because they know Brunson will return, and they want someone there to rebound for him.

Arcidiacono isn't surprised. He has known Brunson since he was a freshman at Villanova. He was a worker then. He's still a worker now.

"That's what makes greats tick differently," he says. "Their mentality and their approach to the day to day is just different."

IT'S A SUMMER NIGHT IN SAN ANTONIO. Brunson is on the court, a microphone in his face. He shakes his head. His eyes water.

"I've got no words," he says, and puts his hand over his mouth.

He has just scored 45 points in the decisive game that won the Knicks their first title in 53 years. Now he's trying to process it all on live TV.

"It's everything I ever dreamed of," he says.

The Knicks fans in the crowd are going crazy behind him. His teammates start to gather on the trophy stage.

ESPN's Lisa Salters asks: "What were you saying to yourself about finishing this tonight?"

He pauses for a moment or two.

"My confidence comes from my work ethic," he finally says. "Every time I got the ball, all I kept thinking about is all the hours in the summer, for every summer I had since I ever could remember. Making this a reality."

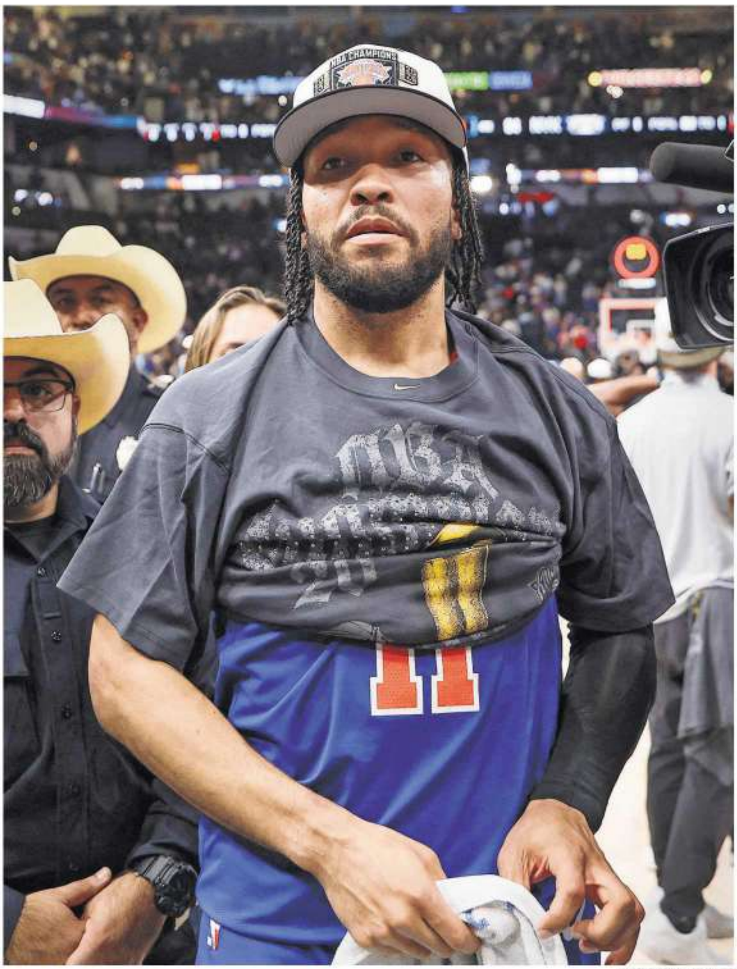
All those summer workouts, all those long nights in high school and at Villanova, all those evening sessions with the Mavericks and then the Knicks, led him to this moment: the most valuable player of the 2026 N.B.A. finals, the giant of New York, an N.B.A. champion.

Even in the heat of the celebration, he understands that. Whenever he had the ball, he says on the court, he just thought about five words, the story of his basketball life:

"Me, alone, in the gym."

Jayson Jenks is a features writer for Peak, The Athletic's section covering sports leadership, personal development and success.

'It's a mentality. And he's always had it.'
BLAKE DRAZNER, a high school classmate of Jalen Brunson's.



GEOFF BURKE/IMAGN IMAGES

FRED ZWICKY/JOURNAL STAR, VIA ASSOCIATED PRESS

Brunson has been a part of championship teams on every level. With Stevenson High School in Illinois, he won a state title in 2015, left. At Villanova, he won national championships in 2016 and 2018, below. In June, he led the Knicks to their first N.B.A. title in 53 years, above.

RONALD MARTINEZ/GETTY IMAGES

BASEBALL

MICHAEL McLOONE/IMAGN IMAGES

The Rays and the Brewers, above, and the Royals, all revenue-sharing recipients, are among the six teams with the best odds to win the title, according to FanGraphs.

KAMIL KRZACZYNSKI/IMAGN IMAGES

JESSE JOHNSON/IMAGN IMAGES

Edgar Quero, above, and the White Sox rebounded from three straight 100-loss seasons to lead the American League Central, while Shohei Ohtani's Dodgers are no sure thing.

COMMENTARY

A Season That Defies M.L.B. Claims on Competitive Balance

By **KEN ROSENTHAL**
The Athletic

Contending teams have been bemoaning the lack of sellers at the trade deadline, noting that too many clubs are bunched together.

Wait, how is this possible?

Major League Baseball continues to insist that the sport lacks competitive balance and that a salary cap is the only solution. But playing out right in front of us, for anyone who cares to pay attention, is a season that defies the league's argument.

Entering play on Friday, 24 of the 30 clubs were within six games of a postseason spot, and 21 were within three games.

Oh, and the New York Mets and the San Francisco Giants — teams with the game's second- and 11th-highest luxury-tax payrolls — were both at least 10 games out.

Random, wacky outcomes — in a game, a season, a postseason — are not unusual in baseball. But the league, acting almost as if the results are preordained, keeps banging the competitive-balance drum, through its "Level the Playing Field" ad campaign on MLB.TV and elsewhere.

If fans "overwhelmingly support a salary cap and floor," as the league says, they should not need additional convincing. Then again, when the on-field results don't fit the off-field narrative, better to bombard the public with spurious arguments.

Which would you rather believe, the owners — whose primary motive is boosting their franchise values — or the competition you're seeing in the standings? Competition, by the way, that stems in part from the expanded playoffs the league introduced in 2022 to, ahem, make more money.

Don't get me wrong. I have written repeatedly about the necessity for the league and the players' union to address the revenue disparity between big- and small-market teams. In February, I suggested a number of ideas on how to improve the plight of small-market clubs without resorting to a cap.

The game is experiencing a renaissance, in part because of innovations such as the pitch clock and the automated ball-strike challenge system that Commissioner Rob Manfred pushed and the union resisted. The owners' insistence on a cap, however, almost certainly would result in a prolonged lockout, jeopardizing part or all of the 2027 season.

That is the last thing the sport needs. It also is the last thing the owners need. Disrupting the 2027 season — and alienating fans at a time when they can entertain themselves in exponentially more ways than they could during the 1994-95 strike — is not a great way to enhance franchise values. Nor is it a great way to enter negotiations for the sport's next set of national television contracts.

But Manfred and the owners say: "Trust us. We know what's best." They exaggerate the spending gap between the top and bottom teams by including luxury-tax payments in the top teams' payrolls. And they say, "Too many fans in markets across the game have too little hope that their team has a fair chance to win."

Really?

The league loves to point out that the 2015 Kansas City Royals were the last small-market team to win the World Series. Well, according to FanGraphs, three revenue-sharing recipients — the Milwaukee Brewers, the Seattle Mariners and the Tampa Bay Rays — were among the six teams that entered Friday's games with the best odds of winning it all.

All three of those teams could increase their odds with a big acquisition before Monday's trade deadline, though those teams generally do not swing that big. But a Brewers-Rays World Series would be the ultimate rebuke of the league's position that the sport is broken.

> The playing field isn't as level as it could be, but take a close look at the standings.

An impossible scenario, you say? No one can beat the two-time defending champion Los Angeles Dodgers, whose 26.1 percent chance of winning the World Series as of Friday was more than double than that of the next-closest team, the New York Yankees?

Funny, the Dodgers lost back-to-back division series in 2022 and 2023 to rivals in smaller markets, the San Diego Padres and the Arizona Diamondbacks. They should have lost in the division series again to the Padres in 2024 after throwing a bullpen game while facing elimination on the road. And they needed a series of near-miraculous escapes to win the World Series in 2025.

The current Dodgers team is no lock, either. It is anchored by the league's oldest position-player group, and still unsure about the availability of pitchers Blake Snell, Tyler Glasnow and Shohei Ohtani.

True, the Dodgers possess advantages no team can match: Ohtani, a unicorn of a superstar who is a one-man A.T.M. (and was affordable in free agency to every other club on the kind of heavily deferred contract the owners want to eliminate). A local TV deal that shields a significant portion of the team's rights fees from revenue sharing, thanks to an agreement the league and club made to avoid a fight in bankruptcy court after the current ownership took control from Frank McCourt.

The league's plan for teams to share all local media revenue, contingent on the players' agreeing to a cap, would effectively thwart the Dodgers' TV advantage. But the players remain adamantly opposed to a cap. And when the league said it "will accept" the union's opening proposal for five-year free agency for 30-year-old players, well, sure it would. But only under a cap that limits players' earnings, which the union contends is not true free agency.

The season so far has produced a number of delightful surprises. The Rays racing to the best record in the American League. The Chicago White Sox rebounding from three straight 100-loss seasons to lead the A.L. Central. The St. Louis Cardinals and the Minnesota Twins competing after depleting their rosters through trades. The Washington Nationals and the Pittsburgh Pirates ranking Nos. 1 and 2 in the majors in runs per game.

I'm not saying the playing field is as level as it could be. I'm just saying it's a lot more level than the league would have you believe.

Ken Rosenthal is a senior M.L.B. writer for The Athletic.

SOCCER

FIFA Scraps Plans to Sell A Stake in the World Cup As Infantino's Job Teeters

WORLD CUP
2026
PLAY-OFF DRAW
FIFA
FABRICE COFFRINI/AGENCE FRANCE-PRESSE — GETTY IMAGES

The proposal by Gianni Infantino, FIFA's president, drew opposition from the game's governing confederations.

By **ADAM CRAFTON**
and **DAN SHELDON**
The Athletic

FIFA, the governing body for global soccer, and Gianni Infantino have performed a dramatic U-turn on a plot to sell a stake in the organization's commercial and event operations after widespread condemnation of the plans.

Infantino, the under-fire FIFA president, said in a statement late Friday: "Having listened carefully to all the views, it has become clear that the project has created divisions of a nature that, regardless of the level of support, are no longer in the interest of the objective set out in the first place.

"Our purpose has always been — and will always be — to unite and improve. As a result, this proposal will not proceed."

Infantino's proposal attracted major opposition from the confederations that govern the game, including UEFA, in Europe; Concacaf, in North and Central America; and the Asian Football Confederation.

The European confederation announced on Thursday that all 55 of its members would boycott FIFA competitions, including World Cups, if the plans remained on the table. Concacaf members then met on Thursday afternoon and released a statement afterward that it was rejecting FIFA's proposal.

FIFA responded with a statement early Friday in Europe in which it insisted that "nobody is selling football" and that while it "acknowledges and respects feedback and concern aired in public," it would press on with the proposals, adding that it "reaffirms its commitment to an open and democratic consultation."

But soon after FIFA released that statement, the Asian federation followed up with its own statement saying that it stood in solidarity with UEFA and Concacaf.

Infantino was then dealt two seismic internal blows.

First, his adviser Carlos Cordeiro quit his role, eviscerating the plan in a statement that called it "a bad deal for FIFA's member associations, a bad deal for football, and a bad deal for the long-term future of the game."

Then FIFA's chief operating officer, Kevin Lamour, told The Associated Press that staff had been "deceived" by Infantino and that he would sleep better after speaking out on the matter, even if it cost him his job.

"It is the project of one person," Lamour said. "Not only must this project not go ahead . . . but the time has now come for football political leaders to ask themselves the right questions and make the right decisions."

Those developments forced Infantino into a corner, and by Friday afternoon, many within the organization, speaking to The Athletic on the condition of anonymity to protect their jobs, believed it was a matter of when, not if, the plan would be rescinded.

Joshua Kushner's venture capital firm Thrive had not pulled out of the deal as of Friday night, but that became moot once FIFA leadership ultimately decided to pull the plug.

FIFA had announced on Tuesday that it wanted to set up a new private entity — FIFA Forward Enterprises — that would run its main events, such as the World Cups and Club World Cups, and that it was looking to sell a 21 percent minority stake to outside investors.

That sale would have aimed to bring in $4.2 billion, which FIFA said could have been immediately released to its 211 member associations as part of a new funding stream called the FIFA Fast-Forward Program.

Under the plan, FIFA's total development funding would have topped $10 billion over the next four years. Despite the mounting criticism as the days passed, FIFA confirmed that if member associations were opposed to the plan but the proposal passed, those opposed would still receive $20 million each in the 2027-30 cycle (followed by $22 million in 2031-34 and $24 million in 2035-38), irrespective of whether any stake had been sold to private investors.

However, if that member association had agreed to the proposal, it would receive $40 million in 2027-30, with the subsequent payments to remain the same.

The three federations that went on record against FIFA's plan represent 137 of the 211 FIFA member associations. FIFA had said it would need a majority of associations and approval from its 37-member FIFA Council — which includes Infantino and the eight FIFA vice presidents — for the proposal to advance.

Conmebol, South America's soccer confederation, issued a statement late Friday that did not reject the plans but said that financial and commercial decisions "must always serve the interests of football and never take precedence over its essence."

FIFA's statement a few hours later then took everything off the table.

The Athletic reported that Infantino's future leadership of FIFA was questioned during the meetings of UEFA and Concacaf on Thursday.

Infantino has been FIFA president since succeeding Sepp Blatter in February 2016 and had been expected to stand unopposed in the next election in March 2027.

"My clear impression at the moment is that he has lost a great deal of trust," Lise Klaveness, the president of the Norwegian Football Federation, told the newspaper VG.

"We didn't vote for him last time, and we've been skeptical about this," Klaveness said. "There are many good things about FIFA, but if you take a lax approach to governance principles and rules, you quickly lose trust."

This has been a humbling experience for Infantino. He began the week as the FIFA president who oversaw $15 billion in revenue from the just-completed men's World Cup, and many within the game were resigned to his securing another term as president in next spring's election. Many federations had even submitted their letters committing support to him.

To see him publicly rebuked by several major confederations represented a stunning development. UEFA's threat to boycott carried weight, but once Concacaf and the Asian federation joined in, Infantino was vulnerable to being outvoted.

Then his own team turned on him, first Cordeiro, then Lamour. A battle for ideas had become a battle to save his job. Infantino has prioritized the latter, but he may yet face challengers in the 2027 elections. Nominations must be made by November.

Adam Crafton and Dan Sheldon cover soccer for The Athletic.

PRO FOOTBALL

With Murray's Arrival, Preseason Optimism Surges for Minnesota

By **ALEC LEWIS**
The Athletic

When high school football coaches in Texas heard about the possibility of the partnership, they sent one another emoji-laden messages. When Arizona Cardinals executives and coaches caught wind, they whispered about the fit at the N.F.L. scouting combine. Even Lincoln Riley, while preparing for a critical season at Southern California, took time out of his day to verify whether his former quarterback at Oklahoma, Kyler Murray, could be headed to the Minnesota Vikings.

"When that was first starting to come together," Riley said in a recent phone interview, "I was really excited."

Once the signing with the Vikings was official in mid-March, one of Murray's coaches with the Cardinals, who requested anonymity to be candid about a former player, offered an assessment of the situation.

High hopes among his former coaches and teammates.

"I think you're about to see the best version of Kyler Murray," this coach said.

Understanding this positivity requires nuance, which is often fleeting when it comes to a quarterback whose career has become almost a caricature.

You can guess how most people usually react to a mention of Murray, who was the No. 1 N.F.L. draft pick in 2019. Jokes emerge about his height. (He is 5-foot-10.) People still remember the infamous clause in his Cardinals contract extension four years ago that mandated four hours of weekly film study.

Then there's his playing style. Murray, the prevailing thought goes, prefers to scamper through defenses rather than deliver from the pocket.

Among those who have spent meaningful time around Murray, some spoke disparagingly about his introverted nature, while others preferred not to ding him. Some fixated on his emotional on-field demeanor, while others praised his reactions as expressions of passion tied to his want to win. Some questioned his work habits, and others swore by how much he cared.

In fact, talking to executives, coaches and teammates about him felt like a Rorschach test. The responses revealed as much about quarterback leadership philosophies, the role of media narratives in players' careers and organizational impact on success and failure as they did about Murray, 28, a Heisman Trophy winner.

Most agreed that Murray's linking up with the Vikings would produce the best possible outcome for him.

"I think how his career has gone the last two or three years has been necessary for his growth," said Chase Edmonds, a former teammate of Murray's who played last season for the Washington Commanders. "The Vikings are going to be getting the best Kyler Murray that anyone has ever seen in terms of consistency."

Jordan Hogan, a former Cardinals and San Francisco 49ers assistant, said: "He is not an idiot, and neither is his inner circle. Being in the N.F.C. West, he knows what this type of offense is about. He wants to live in the pocket. He wants to be a pocket passer. He doesn't want to run around because that's how you get hurt at that level, and he knows that."

Don Shumpert, a Cardinals assistant from 2019 to 2021, said: "I think the play caller will hold him to a high standard, and he needs a coach who is going to be on him, not let him get away with the little things."

Shumpert said the Vikings' coach, Kevin O'Connell, is that type of guy. "I think the dude is going to have a crazy year," he said about Murray.

O'Connell has not won a playoff game in his four seasons in Minnesota, but his success with established quarterbacks speaks to why the Vikings signed Murray. O'Connell secured the unwavering commitment of Matthew Stafford, Kirk Cousins and Sam Darnold. Operating this complex system, which asks the quarterback to put the offense in the best play before the snap, requires nothing less.

ABBIE PARR/ASSOCIATED PRESS
Those who know Kyler Murray, who signed a one-year deal with the Vikings, say he understands the magnitude of the opportunity.

NORM HALL/GETTY IMAGES
ABBIE PARR/ASSOCIATED PRESS
When Murray was with the Cardinals, left, coaches pushed for better interior protection, without success. The Vikings have a highly paid offensive line. Murray and J.J. McCarthy, far right.

It also helps when a team's most talented player demands a high degree of intensity. Especially after a clunker of a season in 2025, the star receiver Justin Jefferson will not settle for anything other than maniacal attention to detail on and off the field.

"He's a competitor," said Autry Denson, the Cardinals' running backs coach from 2023 to 2025. "When you challenge a competitor, you know what they're going to do? They're going to compete. Challenge him. Hold him accountable. There was not a malicious bone in his body."

Those who know Murray say he understands the magnitude of the moment. Struggle in 2026, and he will join the pool of former first-round picks fighting for a meaningful future in the N.F.L. Thrive, and a huge free-agent contract looms.

In recent years, Cardinals coaches pushed for improved interior protection to no avail. Without accomplished vertical threats, they designed a conservative offense built for Murray to get rid of the ball quickly to receivers such as tight end Trey McBride. A diminished run game after James Conner's ankle injury in Week 3 left a nonexplosive passing attack with few ways to generate offensive momentum.

The Vikings have multiple field-stretching receivers. They have one of the highest-paid offensive lines in the league. They have a locker room that has proved its willingness to embrace different personalities at the quarterback position. There is little room for excuses.

This is not to say there will not be hurdles. Former coaches mentioned the effect interior leakage can have on Murray's vision. They also noted concerns with deep-drop concepts and how hits affect Murray given his compact frame.

Another consideration? Because Murray has played mostly from the shotgun, and because O'Connell's system likes to position the quarterback under center to take advantage of the run-pass option, both sides must adapt.

Tweaking can take time. It can cause stress. But the best quarterbacks find a way, and the circumstances for this team and player remove any reluctance to be malleable.

"If I were a Vikings fan," Riley said, "I'd be licking my chops seeing how motivated this cat is right now. It is off the charts."

Alec Lewis covers the Vikings for The Athletic.

COLLEGE FOOTBALL

He Turned Around Iowa State. Can He Now Lead Penn State to New Heights?

By **SCOTT DOCHTERMAN**
The Athletic

CHICAGO — In his first Big Ten media day as Penn State's football coach, Matt Campbell touted every intangible that gave Iowa State the Big 12's most conference wins from 2017 through 2025.

Fit. Character. Toughness. Alignment. Campbell had crafted those words into a powerful message that he endorsed and embodied in propelling the Cyclones to unprecedented heights.

Campbell's Iowa State teams, rebranded through his use of black as a primary color, responded with 14 wins against ranked teams, including four against top-10 foes. The Cyclones routinely hit the ceiling throughout Campbell's 10-year tenure, with eight of the program's nine winning Big 12 seasons — ever.

Relocated in Happy Valley, Campbell, 46, traded in black for navy blue, and both the colors and words did more than wash: They blended. He is wagering that the same traits that took Iowa State from bottom feeders to Big 12 title contenders will elevate the Nittany Lions from good to great. And he is doing it with a roster that includes 24 Iowa State transfers alongside dozens of Penn State holdovers.

It's not an easy task. There is the potential for infighting or cliques if Campbell's message does not resonate. So he was transparent with his former Cyclones, telling them "we aren't at Iowa State anymore; we are at Penn State." Campbell pushed all of the players to lean on one another and build camaraderie in every aspect of campus life, from academics to nutrition to strength and conditioning, with his seniors leading the way.

Cyclones
IOWA STATE
BECHT
3
HANSEN
26
MATTHEW PUTNEY/ASSOCIATED PRESS
In Matt Campbell's 10 years at Iowa State, the team had 14 wins against ranked teams, and eight of its nine winning Big 12 seasons.

"You had an influx of young men that came over from Iowa State. You had two seniors that came in from U.C.L.A., and then you had some great seniors that chose to stay at Penn State," Campbell said. "So we paired those guys up in leadership groups and allowed them to draft out the team and really start the accountabilities out there."

At Iowa State, Campbell's system developed leaders and became self-perpetuating in roughly three-year intervals, starting with players like David Montgomery and Allen Lazard early in his tenure to Brock Purdy and Breece Hall to the new Nittany Lions Rocco Becht and Ben Brahmer. Along with dozens of glue players, those stars pushed the standard to new heights and maintained it.

It did not always work, which forced Campbell to grow as a coach. After a No. 9 finish and a Fiesta Bowl victory in 2020, massive expectations weighed down the Cyclones. With nearly every major contributor returning, Iowa State began the 2021 season ranked in the top 10 but finished with a record of just 7-6. The Cyclones followed with a 4-8 season in 2022. It forced Campbell to adapt and hone his system to stop the free fall. He looked inward. He fired assistant coaches, including those who were among his closest friends.

"Ego and entitlement can settle in really fast," Campbell said. "I did a really poor job of leading our football program probably through our '21 and '22 season. I allowed some of those things to creep in, and I'm really fortunate to be able to have the opportunity to correct that."

Campbell relied on Becht to ignite the turnaround in 2023, and the quarterback guided the Cyclones to a second appearance in the Big 12 championship game. Becht has started 40 games and was one of three Big 12 quarterbacks to go over 9,000 career passing yards.

Becht joined Campbell at Penn State in part to build a cohesive culture based on the ideals shaped at Iowa State. To Becht, this building process is far different from what he experienced during Iowa State's 4-8 campaign.

"We had a lot of ego, entitlement, selfish players, and we don't have any of that now," Becht said. "It's completely different, just with building a team with players from all across the country are coming together as one, and that's hard to do."

Campbell takes over a program that was on the cusp of excellence but never achieved it under his predecessor, James Franklin. The Nittany Lions advanced to the College Football Playoff semifinals in 2024 and won at least 10 games from 2022 to 2024 but failed in their biggest opportunities. Franklin, who now coaches Virginia Tech, was 0-15 against top-six competition from 2017 onward. Campbell was 3-3 over the same stretch.

That success against high-level competition and the ability to mold Iowa State into winners with multiple iterations provides Campbell with confidence that he can do the same at Penn State. He has a larger recruiting base, more access to elite talent and significantly more resources. He enjoyed relatively strong support from Iowa State's fans, but Nittany Lions football generated nearly $147 million in fiscal year 2025; the Cyclones reported $53.1 million.

At every Power 4 program there is pressure to perform, but Campbell recognizes that the expectations are higher at Penn State than what he experienced at Iowa State. But what served him in Ames is what he relies on now. Winning is expected, but for Campbell, it is rooted in the process.

A coach takes 24 players with him to Happy Valley, and a total of 40 transfers.

"I've always believed in if we handle the values and standards and expectations internally, our player-driven leadership, staying committed to each other, not letting selfishness come in," Campbell said. "If we can do those things, then I always believe the scoreboard's going to take care of itself."

Campbell may have traded black (and cardinal) for navy, but his message resonates no matter what color of pullover he is wearing.

"He's been the same guy for the past five years since I've known him," Becht said. "He comes in with an eagerness to just go to work and make the best team possible, but that starts with who you are as a person. That's what he tries to create every single day."

Scott Dochterman covers college football for The Athletic.

Clara Ester, an Eyewitness to the King Assassination, Is Dead at 78

MLK'S LEGAC
REIMAGINE
APRIL 4 COMMEMORAT
Natio

CHRIS DAY/THE COMMERCIAL APPEAL, VIA USA TODAY NETWORK — REUTERS CONNECT

In April, Clara Ester spoke at a ceremony in Memphis on the 58th anniversary of the Rev. Dr. Martin Luther King Jr.'s assassination.

By JERÉ LONGMAN

Clara Ester, a lay minister and civil rights activist who was one of the last surviving eyewitnesses to the assassination of the Rev. Dr. Martin Luther King Jr., died on July 9 in Mobile, Ala. She was 78.

She died in a hospital of complications from a stroke, her brother, Ronald Ester, said.

With the death of Ms. Ester, and that of the Rev. Jesse Jackson in February, Andrew Young, who worked with Dr. King on voting and civil rights issues and later became the mayor of Atlanta and the U.S. ambassador to the United Nations, is believed to be the only prominent surviving eyewitness to the assassination.

Ms. Ester was a 20-year-old college junior in Memphis when Dr. King came to the segregated city in April 1968 to support 1,300 striking Black sanitation workers seeking recognition of their union, improved safety standards and higher pay. As a student organizer, she participated in marches and in picket lines in support of the workers.

On April 3, she watched Dr. King deliver his "I've been to the mountaintop" speech at the city's Mason Temple, part of the Church of God in Christ. Almost presciently, he said that while he might not live to see a time of racial equality and economic justice for Black people, he believed that "we, as a people, will get to the promised land."

In the late afternoon on April 4, Ms. Ester drove her parents' white Pontiac Tempest to the Lorraine Motel, bringing with her a friend, Mary Hunt. While Ms. Ester knew Dr. King was staying there, she told USA Today in 2018, she was mostly interested in the motel's dinner special.

"I just wanted some catfish," she said.

When she and Ms. Hunt arrived at the motel, she recalled in a personal essay in 2016 as the 50th anniversary of the assassination neared, that Dr. King was standing on the second-floor walkway outside his room, No. 306, and was casually talking to people below in the parking lot.

"Happy as a lark — laughing about stuff," she told "NBC Nightly News" in 2018.

As she stood in the parking lot just after 6 p.m., looking up "at this great giant in my life," Ms. Ester told the network, she heard a noise that sounded like a truck backfiring. It was a gunshot from a high-powered rifle. She did not take her eyes off Dr. King. The impact of the gunshot, she said, appeared to throw him up in the air and then back down as he collapsed onto the cement walkway.

She and Ms. Hunt ran up the stairs to his side. Ms. Hunt, wearing bobby socks, appears in Joseph Louw's indelible photograph of the scene, in which he captured a small cluster of people standing around a fallen Dr. King as several of them point toward a rooming house where they believed the shot had been fired.

Ms. Ester's presence on the walkway was confirmed in an F.B.I. report and in photographs in which she was partially obscured and shown from behind.

Ms. Ester recalled feeling for Dr. King's pulse. "He was breathing but very slowly," she wrote in her 2016 essay. "I unbuckled his belt to help. His eyes were open."

She also asked for motel towels to try to stanch the bleeding of a severe wound to right side of Dr. King's face and neck.

Perhaps because he had been speaking pleasantly with friends, she wrote, "there was a most comfortable, relaxed expression on his face."

Dr. King was transported to St. Joseph's Hospital in Memphis and was pronounced dead about an hour later. Nationwide civil unrest followed. James Earl Ray pleaded guilty to the assassination, though he later recanted his confession, and died in 1998 while serving a 99-year prison sentence.

For Ms. Ester, Dr. King's death, she said, forever changed her life. "I know that I was no longer the same person I had been," she wrote in her 2016 essay.

In 1970, she received a bachelor's degree in elementary school education from LeMoyne-Owen College, a historically Black college in Memphis. She soon left Tennessee and lived her final 50 years or so in Mobile, where she became a lay minister and ran a community center.

"It hurt me that it happened, but it hurt me that it happened in my hometown, that that's the legacy for this city," she told The Associated Press in 2018 about Dr. King's assassination.

Clara Jean Ester was born in Memphis on Feb. 17, 1948. Her father, Anderson Ester, was a railroad worker. Her mother, Willie (Love) Ester, cooked and cleaned at a community center.

Clara wrote in her essay that she felt protected by her parents from racism and segregation as a young girl. "We used to joke about colored water being Kool-Aid and the white water just being water, and that satisfied us as children," she told The A.P.

On April 4, 1968, she ran to the wounded civil rights leader to check his pulse.

When she was 7, however, she witnessed her mother being chastised in a train station, because the family used bathrooms and a water fountain designated for white people. "I'd never seen anyone talk to my mother like that," she wrote. "That's when I started to see the injustices."

Her family belonged to the Centenary United Methodist Church in Memphis whose pastor, James M. Lawson Jr., was described by Dr. King as "the leading theorist and strategist of nonviolence in the world." After Dr. King's assassination, Ms. Ester — who later told USA Today that she had tossed Molotov cocktails during the sanitation workers strike — ruled out violence as a tactic for social change. Instead, she said, she wanted to "pick up the cross and carry it."

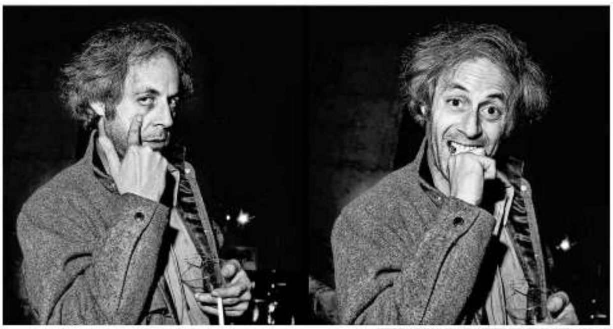
"She knew she wanted to help people and right wrongs," her brother, Ronald Ester, said in an interview with The Times.

In addition to her brother, Ms. Ester, who never married, is survived by a son, Reginald Ester.

In Mobile, she devoted herself to justice, compassion and reconciliation, becoming a deaconess, or lay minister, in the United Methodist Church and the executive director of a community center. At the center, she oversaw programs that assisted the blind, the deaf, and homeless mothers and children; operated night classes for students seeking their high school equivalency diploma; and collected toys for Christmas.

"There's no kind of injustice — gay rights, immigrant rights, whatever — that I don't feel obligated to address," she wrote in her 2016 essay. "We have to learn how to love one another and live together."

Ronald G. Davis, 92, Artistic Soul Of Counterculture Mime Troupe



JEFFREY HENSON SCALES/ARTISTS RIGHTS SOCIETY (ARS), NY

Ronald G. Davis in 1978. He wrote a 1966 manifesto, "Guerrilla Theater," in which he expressed the belief that performance should "go where the people are — street corners, vacant lots or parks."

By ALEX WILLIAMS

In 1966, when a Harvard student approached Ronald G. Davis — the founder of the San Francisco Mime Troupe, renowned for its scathing street-theater satires of all things Establishment — about tuning in, turning on and dropping out of college to join the troupe, Mr. Davis cautioned him.

Dropping out, Mr. Davis said dismissively, was "for pop stars, and they don't drop out, they plug in and sell out," the onetime student, Charles Degelman, recalled in a recent essay on Substack.

"Turning on is irrelevant," Mr. Davis added. "Get high, don't get high, I don't care, just be on time, know why you're here, and don't forget the ammunition."

Mr. Davis died on June 21 at his home in San Francisco, his son, Colin Davis, said. He was 92.

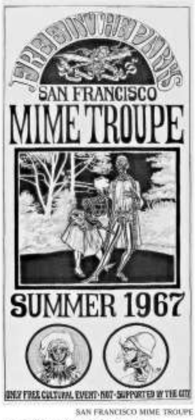
The "ammunition" may have been figurative, but Mr. Davis's eagerness to train the cross hairs on American bourgeois culture was quite real.

Rising to prominence in the era when San Francisco was the hippie capital of the West, if not the world, the troupe under Mr. Davis, who professionally went by R.G. Davis, carved out a place in counterculture lore. They mounted agitprop theatrical events, usually in city parks, that fired endless salvos over the Vietnam War, racism, economic inequality and middle-class complacency — sometimes putting its members at legal risk.

As Mr. Davis, who served as the troupe's artistic director from its founding in 1959 until 1970, told Mr. Degelman, who ended up joining as an actor and musician: "We commit. We engage. We breathe the fresh air of the parks and put on free shows. We create the path of most resistance. We fight the system."

Despite its ragtag, do-it-yourself ethos, the group featured no shortage of future notables, among them Peter Coyote, later an Emmy-winning actor; Luis Valdez, the founder of the influential Mexican American theater company El Teatro Campesino who also directed the 1987 Ritchie Valens biopic "La Bamba"; Steve Reich, the Minimalist composer; and Saul Landau, the left-wing documentary filmmaker.

The San Francisco Mime Troupe eventually gave birth to the Diggers, a community action group that Mr. Coyote helped found, which offered free food, clothes and medical care to the hippies of the Haight-Ashbury scene.



SAN FRANCISCO MIME TROUPE

A 1967 poster for the San Francisco Mime Troupe. Mr. Davis proudly defied city ordinances to put on public shows.

Bill Graham, who became a powerhouse rock promoter, began his career as the troupe's business manager, organizing benefits that featured acid-rock royalty like the Grateful Dead, Jefferson Airplane and Quicksilver Messenger Service.

Mr. Davis had studied in Paris under Étienne Decroux, who was one of Marcel Marceau's key teachers and was known as the father of modern French mime — or "meem," as Mr. Davis called it, observing the French pronunciation. But under Mr. Davis, the San Francisco troupe veered from tradition early on; it freely used dialogue and blended the avant-garde theatricality of Bertolt Brecht with the provocateur sensibility of Lenny Bruce.

The result was a sharply political form of commedia dell'arte, the centuries-old Italian theatrical form known for its masks, broad comedic stylings and earthy humor.

In August 1965, the troupe mounted the first of several planned performances of its bawdy reinterpretation of Giordano Bruno's 16th-century Italian farce "Il Candelaio" ("The Candlemaker") in Golden Gate Park. Hearing about the show's risqué lampoon of contemporary sexual mores, the city's Recreation and Parks Department leadership, deeming the production a "vulgar travesty," convened to revoke the permit allowing the troupe to perform in parks.

Mr. Davis proceeded to mount another performance, in Lafayette Park. Before beginning, he slipped on his mask and addressed the crowd: "Today, for your appreciation, we perform an arrest," the site FoundSF recounted.

ERIK WEBER, VIA THE SAN FRANCISCO MIME TROUPE

Mr. Davis, in white at right, in 1965 after being arrested. He was charged with performing in a park without a permit. "I don't think the issue of free speech was considered," he said at the time.

And they did.

When Mr. Davis was sentenced to a year's probation for performing in a park without a permit, he protested: "I don't think the issue of free speech was considered. This is like an Iron Curtain country!"

He created a far bigger furor with the searing 1965 work "A Minstrel Show, or Civil Rights in a Cracker Barrel," by Gary Davis and Mr. Landau. A satire of old-time minstrel shows, it featured white characters in blackface. The point, R.G. Davis recalled in his 1975 book, "The San Francisco Mime Troupe: The First 10 Years," was to "get right into the problem of racism — ours and everyone else's — by unearthing those stereotypes, clichés, cornballs and all that Uncle Tom jive."

On a national tour with the piece, the group encountered protests and more arrests. To Mr. Davis, legal troubles were just part of the overall mission to destabilize the power structure.

"The minstrel show," he wrote, "upchucked the unmelted pieces from the melting pot."

Ronald Guy Davis, the youngest of three boys, was born in Brooklyn on July 9, 1933. His father, Herman Davis, owned a factory that made children's underwear, and his mother was Shirley (Gerst) Davis.

At the University of New Mexico, he received a bachelor's degree in economics and also pursued an extracurricular interest in modern dance. After graduating in 1955, he moved to New York, and his study of dance eventually sparked his interest in mime. On a Fulbright scholarship, he studied it in Paris.

By the end of the 1950s, he had settled in San Francisco and was an assistant director at the Actor's Workshop. The company was "progressive, liberal," he recalled in a 2022 appearance on the podcast of Cosmonaut, a Marxist magazine. Even so, he felt "constricted," and peeled off to pursue a more aggressively political vision.

In his 1966 manifesto, "Guerrilla Theater," he wrote that he decided to "go where the people are — street corners, vacant lots or parks."

As the 1970s approached, Mr. Davis found himself increasingly at odds with the other members of the troupe, many of whom were two decades his junior and, he said, had begun to focus more on identity politics than what he perceived as larger societal and economic issues.

As other members began to lobby to replace Mr. Davis's authority as leader with a collective approach to decision-making, he left the troupe in 1970. The group has continued to evolve over the decades, winning a Regional Theater Tony Award and multiple Obie Awards along the way.

After his departure, Mr. Davis founded a Marxist theater department at Columbia College in Chicago, and later started Epic West, a center for the study of Brecht in Berkeley, Calif. Dismayed by the shifting cultural tides of the Reagan years, he turned his attention to environmental advocacy, studying at multiple universities as he sought to marry far-left politics with environmentalism. In his 70s, he earned a doctorate in ecological aesthetics from the University of California, Davis.

A mime who guided a group's satire of U.S. militarism, racism and bourgeois values.

His three marriages — to Sally Alvord, Judy North and Robin Acker — ended in divorce. Besides his son, from his third marriage, Mr. Davis leaves no immediate survivors.

However sharp-edged his approach to theater, Mr. Davis's vision for the mime troupe required a delicate balance.

"If the content is too immediate, the art is newsworthy and, like today's newspaper, will line tomorrow's garbage pail," he wrote in his manifesto. "If the content is devious, symbolic or academically suggestive, the public will refuse to see it, because their minds have been flatted by television and dull jobs.

"To be stupid," he added, "is a luxury only the commercial can afford."

David Hirsch, 81, Dies; Turned Sonoma Coast Into Great Wine Area

CRAIG LEE/SAN FRANCISCO CHRONICLE, VIA GETTY IMAGES

David Hirsch in what he called his Old Vineyard in 2009. He bought his first piece of land on the Sonoma Coast in 1978.

By ERIC ASIMOV

David Hirsch, who was among the first to grow wine grapes on the windswept, fogbound Sonoma Coast of California, stimulating interest in an area that would become one of America's great wine-producing regions, died on Tuesday in Santa Rosa, Calif. He was 81.

The death, in a hospital, was from respiratory failure, his family said.

Mr. Hirsch was not the first to plant grapes on the Sonoma Coast. But his vineyard, eventually encompassing 77 acres of pinot noir and chardonnay, divided into more than two dozen blocks on a property that exceeded 1,000 acres, stoked the imaginations of young, gifted producers.

Initially, Mr. Hirsch sold his grapes to companies that used them in anonymous Sonoma blends. But in the early 1990s, dynamic producers like Burt Williams and Ed Selyem of Williams Selyem, Ted Lemon of Littorai and Steve Kistler of Kistler Vineyards became drawn to Mr. Hirsch's work.

'This was the place. There was no electricity, no houses and it was dirt cheap.'

Each of these producers bottled wines — designated with the Hirsch Vineyards brand — that were instrumental in establishing the reputation of the Sonoma Coast for eloquent pinot noirs and chardonnays. Mr. Hirsch eventually started to produce his own wines, but he never stopped selling grapes to other winemakers.

The wines made from Hirsch Vineyards grapes were distinctive, firm yet lively, with elegant, slightly herbal fruit flavors.

"Tannic structure was always a Hirsch signature," Mr. Lemon, of Littorai, said of the pinot noir in an interview with The New York Times. "There was a wild, herbal character, sage and savory, with good acidity."

In 1978, when Mr. Hirsch bought his first piece of land on the Sonoma Coast — 760 acres of an old sheep ranch — land was cheap and plentiful. The rugged coastline, with more sea lions than humans and just a few ghostly crossroads towns on the ridges, appealed to many back-to-nature types, who began turning ranches and apple orchards into vineyards.

Mr. Hirsch planted his first two acres of grapes in 1980, urged on by a wine-loving friend who, he later recalled, told him, "You plant pinot noir here and it'll be a world-famous vineyard."

He soon added more plantings to his original plot, which he called the Old Vineyard. Before long, more would-be growers were coming to the coast.

The lure was the potential for great wine, not profits. Growers on the coast had to struggle to obtain yields of one-and-a-half to two tons of grapes per acre in a good year, a pittance compared to the farmers on the Napa Valley floor, who could count on four to five tons per acre, or more.

And in the early years, Sonoma Coast growers were largely off the grid. Many had to generate their own electricity and pump their own water. Broken machinery might sit for days waiting for repair, or even longer if a part needed to be ordered.

But the wines were superb, and Mr. Hirsch and intrepid farmers were soon joined by others. By 2005, his neighbors on the coast included Peay Vineyards near Annapolis; Marcassin, Flowers, Failla and Fort Ross Vineyard near Cazadero; Thomas Rivers Brown of Rivers-Marie; and Cobb Wines, among many others.

As demand for the land rose, so did its value. "We spent $3,000 or $4,000 an acre on the Old Vineyard," Mr. Hirsch recalled in 2005. "That wouldn't get you through the paperwork today."

By 2000, Mr. Hirsch had decided that to really understand the intricacies of his vineyard and make sense of his own farming decisions, he had to make his own wine, too. He built a winery in 2002 and began to sell under the Hirsch Vineyards label.

In 2014, after a serious tractor accident, Mr. Hirsch used a wheelchair. But he continued to work in the vineyard and winery.

David Michael Hirsch was born on Sept. 7, 1944, in the Bronx to George and Helen (Schanzer) Hirsch, who were in the rare books business.

Though David received a scholarship to attend Columbia University, he left after a year. He hitchhiked across the country and ended up in Alaska, where he spent two years as a railway worker, then traveled to Duluth, Minn., where he worked on boats carrying iron ore to steel mills.

"I was a wanderer," he recalled in a 2019 interview on Levi Dalton's wine podcast, "I'll Drink to That." "It put me in touch with the beauty and grandeur of nature and America."

He gravitated to California and settled in Santa Cruz in 1968, though he continued to travel. On a trip through Mexico, he and his girlfriend at the time bought handicrafts, pottery and jewelry, which he took home and sold. Before long, he was in the wholesale business, buying and selling folk art and clothing from around the world.

GEORGE ROSE/GETTY IMAGES

HIRSCH VINEYARDS

PETER DASILVA FOR THE NEW YORK TIMES

The Hirsch property, an old sheep ranch above the ocean, is two hours by car from the Golden Gate Bridge. Right, Mr. Hirsch built his own winery in 2002 and Littorai used Hirsch grapes.

Even as he was immersed in commerce, Mr. Hirsch was a child of the 1960s, a hippie true believer. By the mid-1970s, he later recalled, he began to feel disillusioned, believing that Santa Cruz was becoming more materialistic and banal.

"Hippies of the 1960s were becoming the hip-oisie" — à la the bourgeoisie — "of the 1970s," as he put it on Mr. Dalton's podcast.

He went looking for his own land, searching in Idaho, Oregon and Northern California. Finally, he saw an ad for an old ranch on the Sonoma Coast near the town of Cazadero, two hours by car from the Golden Gate Bridge, on a ridge 1,500 feet up from the ocean, just inland from Fort Ross, a 19th-century Russian settlement.

"This was the place," he said. "There was no electricity, no houses and it was dirt cheap; it had no value."

His daughter Jasmine Hirsch joined the family business in 2008, and is now the general manager and winemaker.

She survives him, along with Jessica Hirsch, another daughter from his first marriage, to Rebecca Keliihoomalu; a son, Joseph Hirsch, from his second marriage, to Elisabeth Gladstone; his wife, Marie Hirsch; his four siblings, Adam, Daniel, Susan and Betty Hirsch; and two grandchildren.

While Mr. Hirsch didn't start off in Sonoma with any intention of growing grapes, he had already fallen in love with wine. On business trips to Paris, he had been introduced to great wines and was especially taken with the pinot noirs and chardonnays of Burgundy.

After completing his business in the French capital, he would set off for Burgundy, where he would visit luminaries like Aubert de Villaine of Domaine de la Romanée-Conti and Louis Latour. He found himself attracted to the wines, but also to the Burgundian way of life: easygoing, with a premium on community and sharing good food and wine.

"In those days, Burgundy hadn't turned into an asset," he said on Mr. Dalton's podcast. "The wines weren't collected, the winemakers weren't celebrities. People were buying the wines to drink them and share them. I got excited by the Burgundy experience. I wanted to be a part of it."

His time in Burgundy shaped his ambitions for his piece of land on the Sonoma Coast. By 1988, he had quit the clothing business and taken up grape-growing full time. While many successful people go into wine as a second act, few show the kind of commitment that Mr. Hirsch demonstrated.

"My inspiration," he said, "was to create that transcendental community, an integrated, self-sustaining community that would be able to withstand the traps that the analytic and material approach to life always bring."

Lilly Yokoi, 96, Acrobat Who Dazzled On Golden Bicycle in Circus and on TV

By RICHARD SANDOMIR

Lilly Yokoi, an audacious cyclist who mastered half-balletic, half-gymnastic tricks as part of a family act and later broke away to perform solo on her gold-plated bicycle — in high heels — in circuses and theaters, on television and during halftimes of Harlem Globetrotters games, died on May 11 in Tokyo. She was 96.

Her death, in a hospital, was confirmed by her daughter, Monica Yokoi. It was not widely reported at the time.

"Lilly Yokoi began where all the other trick cyclists left off," Cyril Bertram Mills, who hired Ms. Yokoi for his family's circus on London's West End in 1962, once wrote. "She was an artiste down to her fingertips, her costumes were magnificent, and she had a smile which was so infectious that her audience was with her in the first minute."

Ms. Yokoi's tricks demanded remarkable balance and dexterity. She performed handstands on the handlebars of a moving bicycle and, like a gymnast on a pommel horse, swung herself repeatedly over the length of the bike.

She executed wheelies and spun herself around. She turned her two-wheeler into a unicycle by removing the handlebars and front wheel. Other times, she stood up, placing one foot on the seat, the other on the handlebars, her arms in the air. She rode backward, her rear resting on the handlebars, a leg stretched across the seat. When she finished, she leaped off the bike in a dismount.

Abe Saperstein, the impresario who owned the Globetrotters, an exhibition basketball team that became famous for its quirky, comedic play, was so impressed that in 1957 he called Ms. Yokoi "the greatest performer we've ever had with us."

In the early 1960s, Ms. Yokoi made a decision that would forever define her image: She commissioned a new bicycle from the Swiss artistic cyclist Arnold Tschopp. It wasn't performance alone that she wanted — she also had it gold-plated. (The bicycle is on display at Circusland, a museum in Besalú, Spain.)

Her tricks demanded remarkable balance and dexterity.

She was, from then on, widely known as the Ballerina on the Golden Bicycle.

But it wasn't all glamour. Monica Yokoi said in an interview that her mother's acrobatics brought on pain from, among other things, misaligned bones and pinched nerves.

"This was not what she wanted in life," she said. "She felt more or less obligated to support her family and didn't want me to suffer through the same life. She wasn't happy."

Now a physiotherapist, Monica Yokoi tries to help people perform at their best and stay injury-free as long as possible.

"I wish I could have helped my mother," she said.

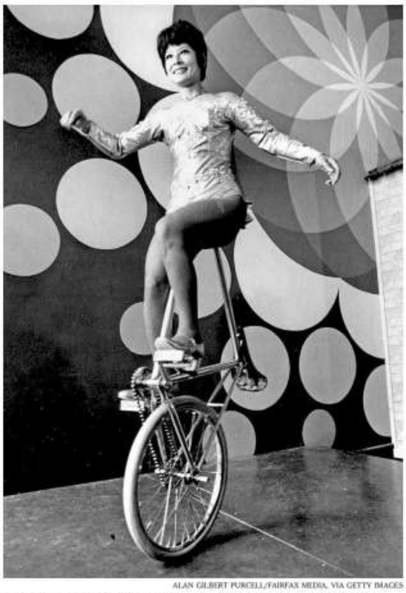
Ms. Yokoi was born on Nov. 15, 1929, in New York City, but moved with her family to Japan when she was a child. Her father, Eizo and her mother, Rui, were also bicycle acrobats, and Mr. Yokoi was the primary teacher of the skills to their children.

When Lilly was later asked by The Patriot-News of Harrisburg, Pa., if she and her siblings had been groomed for show business, she said: "Oh, no! My father taught us to ride bicycles to keep healthy. We all began learning when we were about 3 years old — except Kimiko, the youngest. She was on her first bicycle when she was 18 months old."

Ms. Yokoi's daughter, said that performing as a group "was a way for the family to eat during the war in Japan. My mother was the main attraction whom her father trusted to find gigs, so she was sent to different places to ask if they were interested in a performance."

The Yokoi Family Troupe — which, over the years, included five sisters and one brother — often performed in the United States with the traveling Hamid-Morton Circus.

Reviewing their act when the circus arrived in Memphis in 1954, The Memphis Press-Scimitar wrote that the Yokois "sustain themselves with more poise on a single quivery wheel (unicycle) than most folks do stoney cold sober on both feet at solid old Main and Madison."


ALAN GILBERT PURCELL/FAIRFAX MEDIA, VIA GETTY IMAGES

ABC PHOTO ARCHIVES/DISNEY GENERAL ENTERTAINMENT CONTENT, VIA GETTY IMAGES

Ms. Yokoi in 1977. She turned her two-wheeler into a unicycle by removing the handlebars and front wheel. Right, Ms. Yokoi in 1965. It wasn't all glamour: Her acrobatics brought on pain.

On her own for nearly 30 years, Ms. Yokoi performed at major venues like Radio City Music Hall, the London Palladium and the Lido in Paris. She was a major attraction at circuses in America and Europe; appeared on television programs like "The Ed Sullivan Show" and "The Hollywood Palace"; performed at Las Vegas hotels and in the 1966 circus film "Rings Around the World"; and returned to work with the Globetrotters in the late 1970s.

She retired in 1982 and lived the rest of her life in Tokyo.

In 1955, she married a fellow acrobat, Roland Johansson, a Swede known as the Great Rolando for his one-finger handstands. He also became Ms. Yokoi's manager and performed on bills with her. The marriage ended in divorce.

In addition to her daughter, Ms. Yokoi is survived by two grandchildren and two great-grandchildren.

In 1956, Ms. Yokoi was photographed in a park in London riding her bicycle-turned-unicycle, holding one wheel in one hand and the handlebars in the other.

"Traffic jams could hold no fear for this petite Eastern Ballerina of the Bicycle, Lilly Yokoi," The Daily Sketch, a tabloid, wrote. "She'd simply take her bike apart and ride out of any tight corner with a chuckle."

Deaths

BALDWIN—Ronald,
92, of Edgewater, NJ, passed away peacefully at his home on July 27, 2026. An award-winning television set designer, he garnered three Emmy s. He will be missed by friends and those who loved him.

EVANS—Lee Grimes,
(nee Lucy Lee Custis Grimes) born in New York City on June 16, 1945 passed away June 30, 2026 in Norwlk, CT. Ms. Evans was predeceased by her parents, Charles P. Grimes and Louise Davis Ireland, stepfather R. L. (Liv) Ireland, brother Charles L. Grimes and sister Arline G. Heimert. She is survived by her husband Craig and children James (Kendra Koski), Natalie (Robert), Daphne, and Peter (Maria Valencia Caicedo) and granddaughter Skyler Koski Evans. Burial was at Naskeag Cemetery, Brooklin, ME. "May peace, love and justice prevail over war, enmity, greed and cruelty! May America's leaders return to supporting scientific research, progress on protecting our wildlife and nature, and taking action on climate change!"

FOOTLICK—Jerrold Kenneth.

Jerrold K. Footlick, a lifelong journalist and lover of Broadway musicals, the Cincinnati Bengals and Duke basketball, died peacefully on July 18, 2026, at the age of 92 at his home in Manhattan. A raconteur of stories told many times over, Jerry's miraculously specific memory of historical facts, both consequential and obscure, combined with a career covering sports, civil rights, education and law, allowed him to drop names from many walks of life, which he did, happily, and preferably with a martini in hand. Jerry was born in Cincinnati and raised in Wooster, Ohio, where he began his career at age 12, covering a hometown softball team for The (Wooster) Daily Record. After graduating from The College of Wooster, the Harvard Law School and a post-doctoral fellowship at the London School of Economics, he worked for newspapers in Indianapolis, Indiana and Washington, D.C., and for Newsweek magazine, where he covered education and the judicial system. He went on to become founding editor of Newsweek On Campus, author of four books on higher education, and editor of three volumes on civil rights, education, and economics. He leaves behind two daughters, Robbyn Footlick (Simon Hallgarten) and Jill Footlick, his grandson, Owen Shaw and his stepchildren, Wendy Gentile, Jay Waldrip and Tim Waldrip. He was predeceased by his beloved wife, Ceil Cleveland. A celebration of his life is planned for the fall (Date TBD) Donations in his memory may be made to the Jerrold K. Footlick Endowed Scholarship at The College of Wooster.

GREENE—Alan I.,
of Lake Success, New York, and Rancho Mirage, California, passed away peacefully at his home in California on July 27, 2026. Alan was born on May 14, 1929, to Dorothy and David J. Greene and was raised in Kings Point, New York. He attended The Hotchkiss School before enrolling at Colgate University, where he graduated in 1951. Alan married the love of his life, Helen Teschner, in 1953. Following his military service, they made their home in Great Neck, New York, where they raised their two sons, James and Michael. Their marriage spanned more than seven decades, ending only with Helen's passing in 2023. Alan possessed a remarkable talent for investing. In 1952, he joined David J. Greene & Company, the investment firm his father founded in 1932. He became a partner in 1956 and managing partner in 1966, carrying forward the firm's distinctive special- situation value investing philosophy while significantly expanding its institutional client base. After David J. Greene & Company was acquired by Neuberger Berman in 2008, Alan continued working until the age of 90. He earned the admiration and respect of colleagues, clients, and friends alike for his unwavering integrity, sound judgment, and quiet humility. A lifelong philanthropist, Alan generously supported numerous charitable and educational institutions. He was a major benefactor of Temple Beth El in Great Neck and longtime supporter and Trustee of Colgate University, Northwell Health, and Eisenhower Medical Center, where his leadership and generosity left a lasting impact. Golf was one of Alan's lifelong passions. A skilled and accomplished golfer, he won many club championships and thrived on the competition, the friendships forged on the course, and the opportunity to share the game with family and friends. Above all, Alan was a devoted husband, father, grandfather, and great-grandfather. Alan is survived by his two sons, James (Jessica) and Michael (Alison); his seven grandchildren, David (Kelly), Jonathan, Jordan (Amanda), Andrew, Dana (Zachary), Tara, and Hayley; and his four great-grandchildren, Cameron, MacKenzie, Emma, and Matthew. A private funeral service was held. The family requests that, in lieu of flowers, donations in Alan's memory be made to Northwell Health Foundation - 2000 Marcus Avenue, New Hyde Park, NY 11042.

GREENE—Alan I.
Northwell Health President and CEO and Board of Trustees mourn the loss of Alan I. Greene, a dedicated and beloved trustee who helped transform Northwell Health into a regional and national healthcare leader through five decades of service and profound philanthropy. Alan passed away at the age of 97. For an extraordinary 53 years, Mr. Greene served on the Northwell Board, where his keen business acumen as an extraordinarily successful finance and investment executive was instrumental in guiding the health system's expansion from a small network of community hospitals to the expansive institution it is today. Together with his late wife, Helen Greene, Alan Greene left an indelible philanthropic mark on Northwell. Their legacy is memorialized through institutions such as the Helen and Alan Greene Emergency Center at North Shore University Hospital, the David J. Greene Professor of Medicine, and the Alan Greene Endowment Scholarship Fund at the Zucker School of Medicine at Hofstra/Northwell. Mr. Greene was known for his dedication, integrity, and warmth, earning him the respect and affection of all who worked alongside him. He is survived by his beloved children, Michael (Alison), and James (Jessica); seven grandchildren, and three great-grandchildren.

John K. D'Angelo, MD,
President and CEO,
Northwell Health
Margaret M. Crotty,
Chair, Board of Trustees,
Northwell Health

HORN—L. Stoddard.
age 90, of Locust Valley, NY died peacefully on July 16, 2026, surrounded by the love of his family. Born and raised in New York City, Stoddy graduated from The Buckley School and Phillips Exeter Academy and attended Yale. He spent his career as a partner at Benton, Corcoran, Leib & Co. on the New York Stock Exchange. A man of quiet strength, Stoddy was known for his honesty, kindness, and generosity. He never sought the spotlight, yet his steady presence brought comfort and confidence to those around him. He believed in keeping his word, working hard, and treating everyone with respect - values that defined a life well lived. Above all, Stoddy was devoted to his family. He was a loving husband of 67 years to his wife, Leslie; a proud father; and a cherished grandfather and great-grandfather. The lessons he taught rarely came through words but through the examples he set every day: be dependable, be compassionate, and always make time for the people who matter. Stoddy found joy in life's enduring pleasures. Saturdays in Southampton belonged to golf with the legendary Dawn Patrol at National Golf Links, a tradition built on early tee times, laughter and friendships that lasted a lifetime. He was a lifelong, dedicated New York sports fan. He was equally content at home in his favorite chair with a glass of scotch, a good book, and a ballgame. Stoddy is survived by his wife, Leslie; his four children, Stoddard A.M. Horn, Anthony G. Horn, Christina H. Wilmerding, and Stephanie H. Moulton; his 13 grandchildren, and two great-grandchildren.

KURZMAN—Nadine Guber.
It is with profound sorrow that I announce the passing of my principessa, Nadine Guber Kurzman, on July 18, 2026 of neuroendocrine cancer at the age of 68. Too soon. Born in Brooklyn of humble beginnings, devoted daughter of the late Helene and Bernie Panzer, Nadine had a wonderful life. She is survived by her adoring husband of 43 magical years, Allen and her stepson Brett. She was an amazing person, first as an excellent student, later in a storybook career and while also in a loving, dedicated, happy marriage. She combined street smarts, practical wisdom and a deep regard for people; always kind, caring, considerate and extremely wise. Extraordinarily capable in so many aspects of life, she relished calmly asserting her influence and control. She possessed a unique, innate ability to get to the essence of any matter in light-speed, to see around corners, to perceive and clearly communicate potential consequences and to ask penetrating questions, followed by "why?" Nadine rose to prominence first, in her eponymous executive recruiting firm and later, even more so, as an executive coach. During her highly successful professional career, she helped propel the growth of hundreds of business leaders. A major client praised her by saying, "Nadine cut a wide wake." Nadine was blessed with strength, confidence, intelligence, intuition, elegance, poise and grace. She loved talking to her friends, traveling, fine dining, live theater, music, reading and especially being together with Allen. It was a marriage made in heaven and everyone they encountered knew it. Nadine had a warm sense of humor, a smile that could light up a room and she never failed to make the people around her feel at ease. She prided herself on always looking her best. Her distinctive red hair, soft green eyes, smooth skin, manicured nails, carefully applied makeup and always appropriate clothing combined to present a woman of stunning outward beauty. She was also a woman of unbounded inner beauty. Besides her loving, grieving family and extended family, Nadine will be deeply missed by her close, loyal friends. She valued interpersonal relationships above all else. Her greatest satisfaction derived from helping family, friends and clients. That is her greatest legacy. May her memory be a blessing.

LEVINE—Marie Minde (nee Weissman),

died on July 26, 2026 from complications of old age. Born in 1942, she lived a full life; a happy childhood, a predictable adolescence, a fun early adulthood, a successful marriage (over 50 years), parenthood, (that lasted only a short 22 years) and a career that lasted well into her senior years. Her middle age was marred by a great tragedy with the loss of her only child, Peter Adam Levine. She managed, despite life's great challenges, to endure - to live with grace, humor and compassion. She enjoyed every sunrise and sunset, relished her garden, was grateful for her Compassionate Friends and especially for her chosen family: Nancy, Neil, Jessie and Willie Breslau, Lisa, Tom, Travis, and Christian Cozine. Angela, who loves giant hostas, and Elaine, who came into her life as a nine-year-old neighbor and remained to become a surrogate daughter in Marie's later years. Marie now rests in peace, with her two greatest loves, Phil and Peter Levine. Marie is survived by her sister, Marge Shapiro.

Deaths

Baldwin, Ronald
Evans, Lee
Footlick, Jerrold
Greene, Alan
Horn, Louis
Kurzman, Nadine
Levine, Marie
Marquette, Seth
Merker, Geraldine
Phipps, Andrea
Roberts, Norbert
Ryan, Arthur
Saar, Betye
Schwartz, Milton
Smith, Elayne
Weissman, Joel

MARQUETTE—Seth Alan.

Seth Alan Marquette, age 49, died on June 17, 2026. He was born on December 15, 1976, to Linda Van Wallinga, nee Murdock, and Terry Marquette in Fairbanks, Alaska, and grew up in the communities of North Pole and Wasilla. Youth theater sparked a lifelong passion and propelled Seth to earn a bachelor's degree in business administration, focusing on theater management, at St. Cloud State University in Minnesota. He also studied economics at Oxford University in England. After completing his studies, Seth moved to New York City and set his sights on Broadway. He began working at New York City Center Theater shortly thereafter and went on to manage countless Broadway shows over 25 years. Seth was well respected in his industry, known for his sharp budget acumen and great care for his colleagues. Seth's love for theater was matched only by his love for travel, visiting more than 58 countries in his short life. He was also passionate about his friends, family and human rights. Seth was wickedly funny and extremely smart. His jokes and quick commentary would send his siblings into breathless, tearful fits of laughter — often in the most inconvenient and public settings. Seth died by suicide. In Seth's last communication, he told his loved ones to dance when they hear a Madonna song and think of him when they travel. His enduring legacy will be one of joy and adventure. In Seth's honor, please consider donating to a youth theater program in your community.

MERKER—Geraldine (Gerry).
Born on March 11, 1924 she passed on July 26, 2026 after 102 wonderful years. She was a marvel in every way - incredibly smart, bitingly funny, world-traveled, and cultured. But she treasured nothing in life more than her family. Her generosity knew no bounds. She is survived by children Barbara Moss, Mark Merker, Maggie Merker, Rob Merker, Bev Merker, grandchildren Brian (Cricket), Sara, Matthew, Jonathan, Liz, Rachel, Willow, and great-grandchildren Kira, Frank, Lena, Isaiah, Nora, and Nate.

PHIPPS—Andrea.

Andrea Broadfoot Phipps affectionately known as Ande, passed away on July 28, 2026 surrounded by her children. Ande was born in Oneonta, NY to Robert and Elizabeth "Betty" Broadfoot. She attended the University of Pennsylvania before pursuing a career as a registered nurse. She met the love of her life, Ogden Mills "Dinny" Phipps, and they were married in Miami on March 6, 1970. Together they shared 46 years wonderful years of marriage, making their homes on Long Island, Palm Beach, and Saratoga Springs, NY. Dinny served as Chairman of Bessemer Trust and as the longtime chairman of the Jockey Club. Their life together was defined by a deep love of family and Ande enthusiastically embraced many of Dinny's passions, most notably Thoroughbred horse racing. During her lifetime Phipps Stables saw several notable wins, including the recent success of 2026 Kentucky Derby and Belmont Stakes winner Golden Tempo. Ande adored being a mom and later being "Granny" to her large family. She is survived by six children: Kayce Reagan Hughes (Jim), Kelley Reagan Farish (Bill), Lilly Phipps Cardwell (John), Daisy Phipps Pulito (David), Samantha Phipps Alvarez (Matt), Ogden Phipps II (Ashley) as well as 24 grandchildren and two great-grandchildren with more on the way. She is also survived by her brother Robert Broadfoot. Ande Phipps' husband, Ogden Mills (Dinny) Phipps, passed away April 6, 2016. Ande Phipps will be fondly remembered for her effortlessly chic sense of style and as a gifted hostess whose genuine warmth, authenticity and sense of humor resulted in an abundance of wonderful friends that she cherished. She found great joy in opening her home to family and friends, creating unforgettable evenings where her genuine interest in every person made everyone feel welcomed, valued, and at ease - whether they were ninety years old or five. Everyone wanted to sit next to Ande Phipps, whether at the racetrack or around her beautiful dinner table. Her grace and gift for making every person feel special are unmatched. She will be profoundly missed. A private celebration of Ande Phipps' life will be held at a later date. In lieu of flowers, the family has requested that donations be sent to one or both of the following charities: Let's Win Pancreatic Cancer, 422 E. 72nd Street, #9F, New York, NY 10021 or The Jockey Club Safety Net Foundation, 52 Vanderbilt Avenue, 11th Floor, New York, NY 10017.

ROBERTS—Dr. Norbert J., Jr.,
age 81, of Brooklyn, NY, passed away on July 24, 2026. A graduate of Haverford College, Norb spent his career as a research scientist in infectious diseases at the University of Rochester and the University of Texas Medical Branch at Galveston. In his retirement he continued to share his expertise with medical students at NYU, where he himself had trained. Norb was a lifelong ACLU member and an avid photographer. He was also gentle, caring and soft-spoken always. Norb was passionate about travel, music of many genres and Japanese woodblock prints, but his deepest devotion was to his beloved wife of 43 years, Evelyn.

Deaths

RYAN—Arthur F.
NewYork-Presbyterian is deeply saddened by the passing of our dear friend and devoted Life Trustee, Arthur F. "Art" Ryan. Known for his kindness and commitment to community causes, Art was dedicated to NewYork-Presbyterian and leaves behind a legacy of visionary leadership and philanthropy. Born in Brooklyn in 1942 and raised on Long Island, Art graduated from Providence College in 1963 with a B.A. in mathematics. He attended graduate school at American University while serving as a lieutenant in the United States Army. Art and his late wife, Patricia, raised their four children in East Islip, New York. Art was a remarkable, authentic and transformational leader. He joined Chase Manhattan Bank in 1972 and rose through the ranks to become one of the youngest presidents in the company's history at age 47 in 1990. In 1994, he became the first president and chief executive officer of Prudential Insurance Company of America selected from outside the firm. Art was elected a Trustee of the Presbyterian Hospital in October 1987, and a Trustee of NewYork-Presbyterian Hospital upon the merger with New York Hospital in 1998. During his extraordinary tenure, Art helped steer the Hospital through its successful expansion, serving as chair of several committees, including Nominating, Development, and Human Resources. He was also a member of the Executive and Budget and Finance Committees. A longstanding supporter of education and the arts, Art served as a trustee of several universities and a co-chair of the New Jersey Performing Arts Center and Achieve, Inc., a nonprofit education reform organization. Art gave back to his alma mater, Providence College: he and his late wife's charitable gifts led to the construction of the Arthur and Patricia Ryan Center for Business Studies, and the Ryan Concert Hall at the Smith Center for the Arts. He received an honorary Doctor of Business Administration degree from Providence College, as well as a Doctor of Humane Letters degree from Dowling College. Art's warmth, wisdom and compassion will be dearly missed. We extend our deepest condolences to Art's children, grandchildren, friends and colleagues.

Charles R. Kaye
Adebayo O. Ogunlesi
Jerry Speyer
Co-Chairs, Board of Trustees
Brian G. Donley, MD
President and
Chief Executive Officer
NewYork-Presbyterian

SAAR—Betye:
The American Academy of Arts and Letters notes with sorrow the death of the groundbreaking assemblage artist who was a guiding light in the Black Arts Movement.

SCHWARTZ—Milton.

Milton Schwartz, beloved husband, father, grandfather, and a lion of the international bar, passed away on July 25, 2026 at age 95. The son of Jewish immigrants from the Russian Empire, he was born and raised in Brooklyn, NY. A Brooklyn College graduate, he traveled by train to Mexico in 1951 to study at the Universidad Nacional Autonoma de Mexico, became fluent in Spanish, and began a lifelong professional and personal engagement with Latin America. After service in the U.S. Army, he earned his J.D. and LL.M. from NYU Law School, where he later served as an adjunct professor of Comparative and Foreign Law, beloved by generations of international students. He also taught at the Universidad Complutense de Madrid. A lawyer of uncommon intellectual range, Milton was a trailblazer in international and comparative law, and especially influential in Latin American law when few U.S. practitioners worked in the field. He spent more than 50 years at Grant, Herrmann, Schwartz & Klinger, where he served for decades as managing partner. Law was his vocation, and clients often became cherished family friends. He advised global captains of industry, noted actors, musicians, artists, and their families. Milton held leadership roles in professional, cultural, and philanthropic organizations, including as president of the American Foreign Law Association, chairman of the Inter- American Law Committee of the NYC Bar Association, chairman of the Inter-American Bar Association, president of the Ecuadorean-American Association, president and director of the Mex-Am Cultural Foundation, and supporter of the Icla da Silva Foundation and the Spanish Institute. A true Renaissance man, Milton was fluent or conversant in more than 10 languages. He was an avid pianist, tennis enthusiast, gastronome, scholar, world traveler, and pie aficionado. He is survived by his wife, Mercedes; brother, Fred; children, Kenneth and Victoria; daughter-in-law, Maryela Gussi-Schwartz; son-in-law, Tucker Levy; and grandchildren, Samantha, Sabrina, and Graciela. In lieu of flowers, donations may be made in his memory to an educational institution of the donor's choice or to NYU Law School (212-998-6400), to support study by foreign lawyers at NYU Law.

SMITH—Elayne.
UJA-Federation of New York mourns the passing of Elayne Smith, cherished mother and mother-in-law of our dear friends Jamie and Jeff Harris, whose unparalleled leadership and philanthropy impact lives both locally and globally. Elayne's legacy lives on through her family's inspiring generosity, their dedication to chesed and tzedakah, and their unwavering commitment to bettering the world. We extend our heartfelt condolences to Jamie, Jeff, and the entire family.

Suzanne F. Peck,
President;
David H. Wasserman,
Chair of the Board;
Eric S. Goldstein, CEO

WEISSMAN—Joel S., CPA,
died on July 24, 2026 at age 90. To honor his father and uncles who established our firm more than one hundred years ago, Joel discarded his dreams and became an accountant. He could never know then the difference he would make in so many lives. His skill at accounting was enhanced by his kindness, his generosity, and his empathy. His sense of humor carried us through many difficult stretches and tax seasons. Long after professional relationships ended with clients whose businesses he helped grow or employees whose careers he propelled, Joel would remain their supporter and champion. Very much in tune with others, Joel could at once be mentor, father, brother, therapist, and friend. He had an enormous gift for recognizing talent and character in others. As managing partner, he had the foresight to plan for succession in the leadership of our firm and the wisdom to change its culture before succession became necessary. Under Joel's guidance, we became a family upholding his standard of pursuing excellence coupled with humanity. Even after retirement, Joel remained our North Star whose light can never be extinguished. We pledge to carry his legacy forward into the next hundred years. May his memory be a blessing to his wife, sisters, children, grandchildren, and the many more who knew and loved him.

The Frendel, Brown &
Weissman Family

WEISSMAN—Joel S. Weissman, CPA.
Joel passed away on July 24, 2026 at age 90 in Easton, CT after a long and wonderful life. Beloved husband of Elizabeth, stepfather to Omar, Sam, and daughter Sumer. Deeply missed by his sons and their families - Bruce (and Karen) and granddaughters, Mikayla and Madison; Steven (and Jane); Richard (and Angela) and granddaughter Rachel; stepson Steven Rosensweig (and Leenie) and grandson Sam. Joel was a loving brother to his sisters Naomi (and partner Maude) and Judy (and partner Toni), and beloved friend to Ruth. He will be remembered with great sadness by his Irish family and many friends that he made on his numerous visits to Ireland. After graduating from NYU, Joel followed his father into the family's accounting firm, Frendel, Brown & Weissman LLP, until his retirement at age 85. He was very proud to have served his country in the U.S. Army Reserve. He devoted his time to many philanthropic organizations and social activities and was a generous supporter of nurturing charitable organizations. Joel was a man of great character. He possessed a gift of diplomacy in business and in everyday life. Ever kind and giving, he was happiest when surrounded by his family along with his partners, associates and many of his clients whom he considered family, as well. Joel always made time for family and friends, listened to their problems, calmed their fears, and resolved their problems most often with a measure of humor. His great smile, wit, and intellect will be greatly missed. He will always be in our thoughts. Services will be private. Memorial to be announced later.

In Memoriam

ACKERMAN—Martin S.
Thirty-three long years
missed and loved.
In our hearts forever,
Diane & Kelly

GOLDBERG—Lisa Ellen.
50 years ago, we, having fallen in love, signaled it formally to the world – and then loved each other more every day.
John

McVEIGH—David Malcolm.
07/30/46 - 09/29/95 would be 80 today. I will love you forever
Sallie.

ANNOUNCEMENTS OF DEATHS MAY BE TELEPHONED FROM WITHIN NYC TO 212-556-3900; OR OUTSIDE NYC TOLL FREE 1-800-458-5522; OR SENT BY EMAIL TO NYTIMES@CLASSIFIEDSPLUS.COM FOR THE FOLLOWING EDITIONS Until 2:00 P.M. the day before for Monday through Saturday editions, until 4:00 P.M. on Friday for Sunday's National Edition, until 12:45 P.M. Saturday for Sunday's New York and late National editions. Photos must be submitted by noon the day prior to publication Tuesday through Friday. Photos for Saturday, Sunday and Monday must be submitted by 12 noon on Friday.

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Arts&Leisure

The New York Times

Sam Smith Sees the Other Side Of Love Now

The singer's new album reflects a shift from heartbreak to happiness.
BY MELENA RYZIK
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GUS ARONSON FOR THE NEW YORK TIMES

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An opera about a trans pioneer's life 'is never going to be as relevant as it is right now.' BY MAX KELLER

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Hannah Waddingham is ruthless on 'Ted Lasso.' But off camera, she's 'quite a goofy nugget.' BY ELEANOR STANFORD

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John Leguizamo on his role in 'The Odyssey,' including the scene with the puppy. BY KYLE BUCHANAN

9 ART
The curtain rises on a posthumous career-defining architectural work by Zaha Hadid. BY JOSEPH GIOVANNINI

NEW YORK CITY BALLET
26/27
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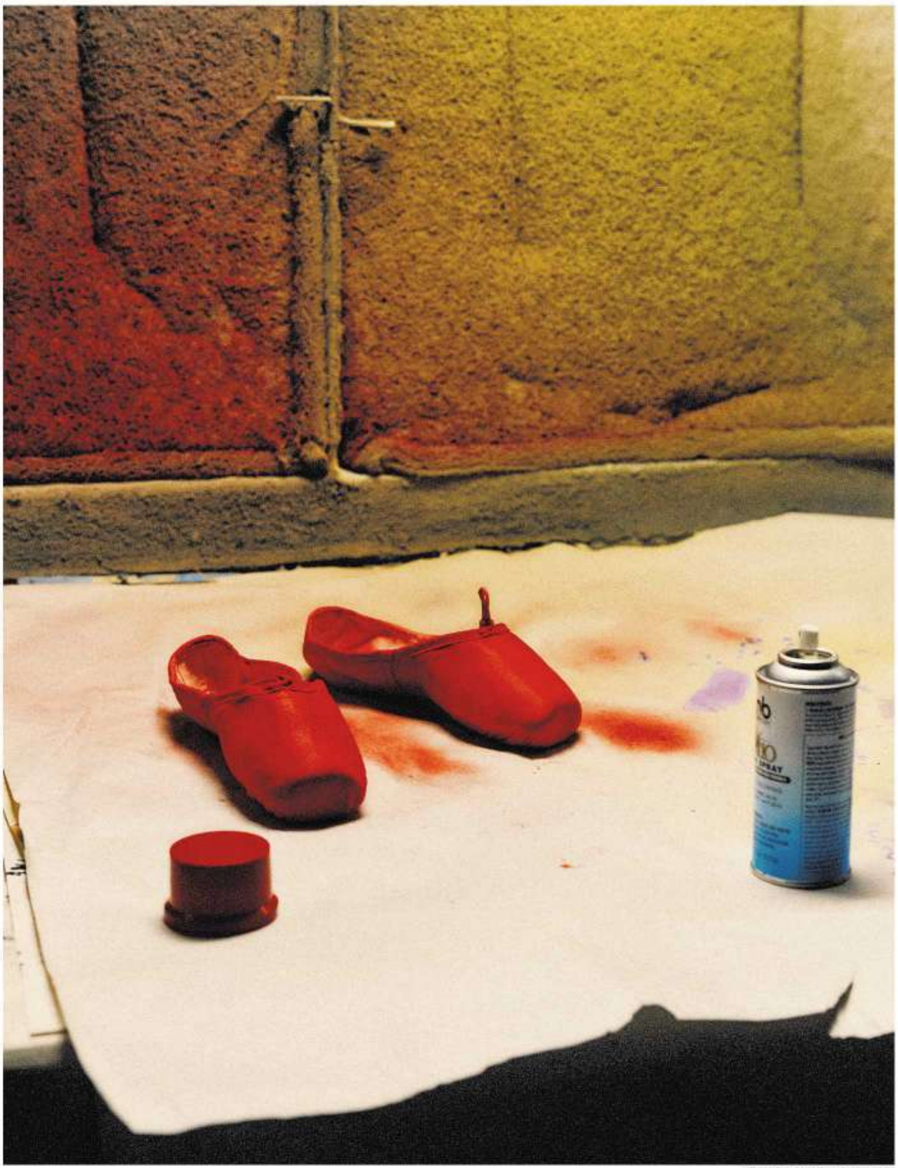
Inside Culture

THIS WEEK FROM THE ARTS DESK

IN THE ISSUE



VINCENT TULLO FOR THE NEW YORK TIMES

Most pointe shoes and ballet slippers are manufactured in a pale pink. But New York City Ballet's repertoire requires a rainbow of hues. From his tiny aerie at Lincoln Center, Tim Foster, the company's first full-time shoe colorist, sprays and daubs hundreds of shoes each season. It is a delicate art. "It *has* to be right," Foster says, "because it's their sacred tool." **PAGE 5**

STREAMING

Before 'The Odyssey,' and Others

By JASON T. BAILEY

Admirers of Christopher Nolan will find a bounty of his titles on Hulu: Stream "Memento," an inventive mystery presented in reverse; the space epic "Interstellar," featuring a sensitive performance by Matthew McConaughey; and more.

'Memento' (2000)

Christopher Nolan's second feature — and first big hit — is an expertly constructed windup toy of a movie, spinning sheer exhilaration out of a fairly simple premise: A man with short-term memory loss (Guy Pearce) tries to solve his wife's murder. But Nolan augments the storytelling with a stylistic flourish, presenting it in reverse chronological order, so that in each new scene, the viewer is as uncertain about what's happening as the protagonist. Replete with neo-noir styling and a cast of top-notch character actors (including Joe Pantoliano, Carrie-Anne Moss and Stephen Tobolowsky), "Memento" is a deliciously inventive mystery with a potent dose of melancholy right under its surface.

'The Prestige' (2006)

Between his first and second cracks at Batman films, the director Christopher Nolan slid in this twisty, stylish exercise in sleight-of-hand moviemaking, as if to assure the fans of his breakthrough movie, "Memento," that he was still up to his old tricks. This time around, the tricks are literal: In "The Prestige," Nolan tells the story of two stage magicians in 1890s London, whose friendly rivalry first becomes fraught, then deadly. Hugh Jackman and Christian Bale scheme and connive appropriately in the leading roles; a standout supporting cast includes Michael Caine, Scarlett Johansson, Rebecca Hall and David Bowie. (If you like dark thrillers, stream "Black Swan" or "Presence.")

'Black Panther' (2018)

Regarded as the finest Marvel movie to date, "Black Panther" pays lip service to its own Cinematic Universe, but it also transcends the limitations of contemporary blockbusters. The director Ryan Coogler ("Sinners," "Creed"), with his rich visual template that is steeped in the aesthetics of Afrofuturism, deserves much of the credit. And in the character of Killmonger (played with both menace and pain by Michael B. Jordan), Coogler gives us an antagonist of genuine strength and complexity. The stakes are so high and the canvas so grand that the conflict and climax carry real weight. But it is also good, old-fashioned entertainment, as indebted to Bond and blaxploitation as to its comic-book contemporaries. (For more Marvel action, stream "Iron Man" and "Captain America: The First Avenger.")

'Interstellar' (2014)

When Christopher Nolan directs a space epic, you can be certain it won't be *just* a space epic. His 2014 blockbuster isn't merely science fiction; it is, per our critic, "a sweeping, futuristic adventure driven by grief, dread and regret." Matthew McConaughey turns in one of his most sensitive performances to date as an astronaut sent on a complex mission of alien communication, while Anne Hathaway turns what could have been a drab sidekick role into a wrenching portrait of regret.

'Mamma Mia!' (2008)

The long-running Broadway jukebox musical, featuring the zippy music of the '70s pop group Abba, was something of a punchline for New Yorkers, a go-to example of how far the Great White Way had gone in its relentless pursuit of tourist dollars. But the hit film adaptation (directed, as the stage production was, by Phyllida Lloyd) is altogether irresistible, offering up the peculiar but undeniable pleasure of heavyweight thespians like Meryl Streep, Stellan Skarsgard and Amanda Seyfried indulging their inner theater kid. It was such a hit that most of the major players returned a decade later for "Mamma Mia! Here We Go Again" (also streaming on Hulu), and while it doesn't quite match the frothy pleasures of the original, it does add Cher, and that's not nothing.

THE QUEUE

I'm a breaking news correspondent for The New York Times based in London. Once I've filed my final story for the day, I make sure to take some time to detach from the news cycle completely. Here are five things that recently sparked joy for me. *LEO SANDS*

PREACHER'S DAUGHTER

ALBUM

I've been on a Gothic-themed culture kick. I've enjoyed everything from admiring architecture to reading haunting Victorian novels. When it comes to music, no one does it better than Ethel Cain, queen of the Southern Gothic aesthetic. "Preacher's Daughter," her 2022 album, narrates an entire fictional universe set in Alabama. I saw her perform in Barcelona in June.

ARTURO HOLMES/GETTY IMAGES FOR COACHELLA

Ethel Cain performing this year.

OPEN HOUSE FESTIVAL

ARCHITECTURE

Every September, hundreds of London's closed-off architectural gems — from unassuming apartments to active power stations — fling their doors open to the public as part of a magnificent citywide architecture festival. And every summer around this time, I set myself a reminder to book my free tickets, as slots for the most coveted buildings fill up weeks in advance.

MEET ME IN THE '90S

MUSIC

A former Gap employee spent years meticulously tracking down every compilation album played in the retailer's U.S. stores during the 1990s, and he created this Spotify playlist that I cannot stop listening to. The tracks sound as if they were selected by the head office to persuade mall shoppers to buy low-rise jeans. Perfect decompression music.

DEAR ENGLAND

THEATER/TELEVISION

This BBC TV series started life as a play about the captain of the England men's soccer team. It's not something I would usually gravitate toward, but it blew me away. Yes, it's about sports. But it's also about the national psychodrama that envelops England every few summers when the team is competing.

MARC BRENNER

"Dear England" at the National Theater.

EFFI O BLAENAU

FILM

I started my journalism career in Wales, so I'll always have a soft spot for anything Welsh. This film tells the story of Effi, a young woman in a former slate-mining town in the remote northwest. It's entirely in Welsh and is part of a stunning cultural revival of the language.

Headliner
MY TEN

Will Poulter Knows Some Good Spots to Eat

THEO WARGO/GETTY IMAGES

Will Poulter has looked at the opioid epidemic from both sides — as a pharmaceutical rep pushing a new drug, OxyContin, in “Dopesick,” the 2021 Hulu series, and now as an addict in rural Ohio navigating a state-mandated rehabilitation program in the movie “Union County,” out Aug. 14. Poulter lives in London but recently spent time in New Jersey shooting “Rabbit, Rabbit,” a Netflix hostage thriller starring Adam Driver. He also appeared earlier this year in the Boots Riley film “I Love Boosters.” But it’s FX’s “The Bear,” in which he plays a pastry chef from Copenhagen, that he considers life-changing. “I always said if I wasn’t an actor, I would’ve loved to have gone to culinary school and tried my hand at making it as a chef,” Poulter said in a video call. These are edited excerpts from the conversation.

KATHRYN SHATTUCK

1 Seline and Pasjoli in Santa Monica

Both of these restaurants belong to Dave Beran, who I got the opportunity to train under in preparation for “The Bear.” In recent weeks he won Best Chef: California at the James Beard Awards, and he got his first Michelin star for Seline.

2 Anti-Bullying Program

They’re an amazing organization based here in the U.K., but their program’s available internationally and is growing. Their approach to bullying is not one of treatment or reactive, but rather prevention through a peer-to-peer mentorship program. They train young people to create kinder, safer, happier, more conscious social environments within schools.

3 ‘Unreasonable Hospitality’ By Will Guidara

I got the chance to work with Will [a former owner of Eleven Madison Park], and his philosophy is amazing. I recommend “Unreasonable Hospitality” to everyone, not because it requires you to be interested in the world of hospitality as we know it, but because the principles can be applied to virtually every relationship in your life. It really emphasizes the power of small gestures and random acts of kindness.

4 Courtney Storer

Her brother Chris Storer is the showrunner of “The Bear,” and Courtney is really head of food, if you like, and therefore in charge of probably the most important character. She is the person who bought me my first-ever professional piece of cookware — a pan that you use almost exclusively for cooking French omelets. She deserves her flowers.

5 City Harvest

They’re in the business of food recovery and making sure that surplus food is redistributed to people who are experiencing food insecurity. You can volunteer to help at their facility in New York.

> **‘The cast of “Love on the Spectrum” reaffirmed my faith in humanity and made me feel proud to be human.’**

6 Sip & Guzzle in the West Village

Just a really, really special bar doing really, really delicious food in New York. Their team embody the best of what it is to be hospitable and make people feel comfortable. The cocktails are amazing, and the food is absolutely out of this world. Upstairs you feel like you are in an American tavern, and then you go downstairs and it feels like you could be in Tokyo.

7 Hoyo’s Kitchen in Columbus, Ohio

It’s delicious Somalian cuisine, and they were our favorite spot to go on the weekend. They also catered for us toward one of the last days of filming “Union County.” It was easily, with no disrespect to our catering team, one of the most exciting days on set.

8 Gnuhr

This is a fairly recent discovery, but now I am just absolutely obsessed with this company. I stopped a guy in the airport to ask him where his sweater was from because he looked so cozy, and I’m a big fan of cozy travel wear. Their products are really, really beautiful, really, really well crafted and well designed.

9 ‘Love on the Spectrum’

The show really has highlighted just so much kindness and brought so much understanding to the subject of autism. As someone who’s not on the spectrum, I learned a great deal from how neurodivergent folks treat each other with so much respect. The cast of “Love on the Spectrum” reaffirmed my faith in humanity and made me feel proud to be human.

10 Rainbow Railroad

They are an incredible organization committed to supporting queer folks who are experiencing often state-sanctioned prosecution for their sexual orientation in many, many countries. They’re in the business of supporting them to seek asylum and reach safety. It’s arguably one of the most important times in history to be thinking about the L.G.B.T.Q.+ community in respect to their safety.

The app for every today.

The New York Times
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BY VALERIYA SAFRONOVA Updated Aug. 14, 2024
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What we learned in Caitlin Clark's WNBA debut: 3 takeaways
BY SABREENA MERCHANT May 14, 2024
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The World That Awaits the Next President
BY BRET STEPHENS Aug. 6, 2024
Follow.
Solar Farms Have a Superpower Beyond Clean Energy
BY CATRIN EINHORN Sept. 5, 2024
Cook.
Easy Baked French Toast
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Updated April 29, 2024 By Kit Dillon

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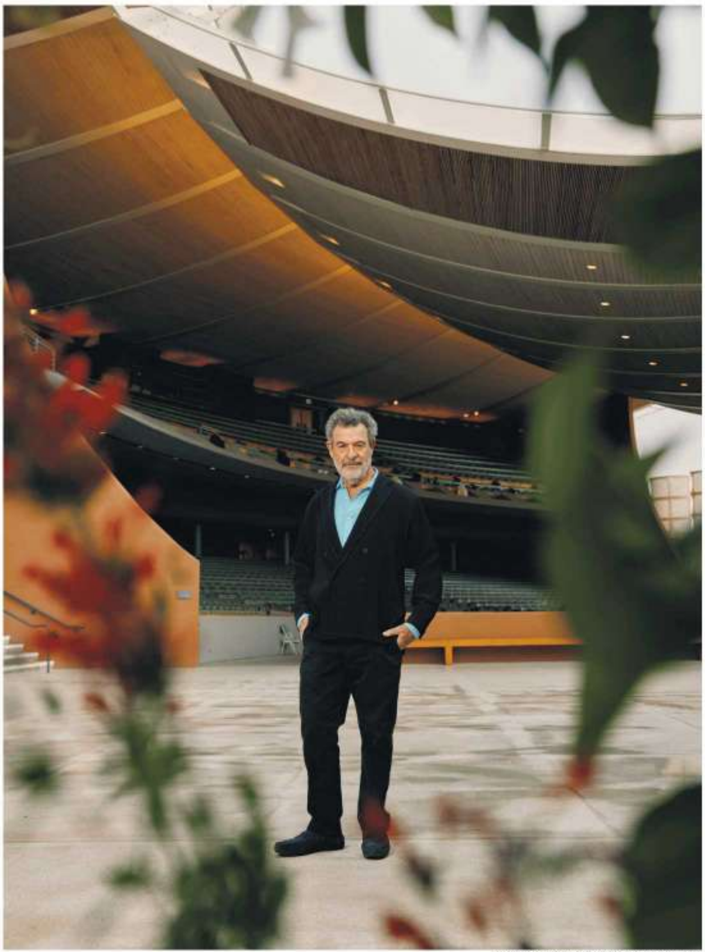
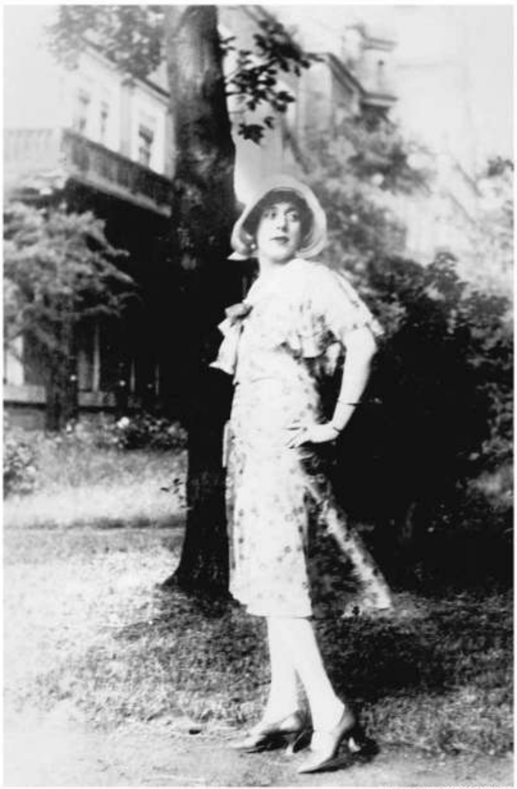
A Fluid Opera Of Transitions

'Lili Elbe,' a story about one of the first people to undergo gender-affirming surgery, stars a trans woman in the title role.



PHOTOGRAPHS BY BRAD TRONE FOR THE NEW YORK TIMES



ULLSTEIN BILD, VIA GETTY IMAGES

Top from left: the soprano Sylvia D'Eramo and Lucia Lucas, a baritone; the composer Tobias Picker at the Santa Fe Opera, where "Lili Elbe" is having its American debut. Above, Roberto Kalb rehearsing the orchestra for "Lili Elbe" as Picker looks on. Right, Lili Elbe in an undated photograph.

By MAX KELLER

There are many terms in music with the root "trans." Notes can be transformed, or rearranged. Chords can be transposed, or shifted up and down.

There are also titles of works like Richard Strauss's "Death and Transfiguration" and Arnold Schoenberg's "Transfigured Night."

When composing his opera "Lili Elbe," Tobias Picker drew upon many of these terms and techniques. But the one most important to his score is "transition."

In "Lili Elbe," which is having its American premiere at the Santa Fe Opera this weekend, the transitional passages aren't just connective, as they usually would be in an opera score. Instead, Picker said, "transitional music becomes thematic music, and thematic music becomes transitional." This gives the work a propulsive, ever-changing sound.

It's fitting that transitions would be so significant, what Picker called the "structural bones" of the opera. "Lili Elbe" is about a gender transition. The opera, with a libretto by Aryeh Lev Stollman, is based on the story of Lili Ilse Elvenes, or Lili Elbe, a transgender woman living in Paris in the 1920s. Lili's story is also the subject of "The Danish Girl" (2015), a film starring Eddie Redmayne, based on David Ebershoff's fictionalized account.

Elbe, a Danish landscape painter born Einar Wegener, was one of the earliest recipients of gender-affirming surgery. Lili (sung by the baritone Lucia Lucas) was married to the artist Gerda Wegener (the soprano Sylvia D'Eramo), who often used her as a model. Like many stories that inspire operas, Elbe's had a tragic ending. In 1931, at the Dresden Women's Clinic, she had an experimental uterine transplant, which led to complications and her death.

For his libretto, Stollman, who is Picker's husband as well as his collaborator, turned to primary sources, including Elbe's posthumously published memoir "Man Into Woman." Written in Danish, the memoir has three main translations — two in English, one in German. "They're all a little bit different," Stollman said. These inconsistencies, combined with Lili's tendency to exaggerate, made Stollman's task challenging.

His solution was to lean into myth, specifically the tale of Orpheus and Eurydice, which has a long tradition in opera. (One of the earliest operas is Monteverdi's "L'Orfeo" and composers from Gluck to Offenbach to Matthew Aucoin have written Orpheus operas.) "Orpheus was the instrument of transition for Eurydice," Stollman said, bringing her back from the underworld. "She was making a transition, from death into life."

"Lili Elbe" opens with a play within an opera — Lili and Gerda attend an Orpheus play with dissonant, chance-based music in an early 20th-century style.

The myth doesn't map one-to-one onto this story. At different moments, Lili and Gerda each resemble Orpheus. In one scene, Lili says, "Einar Wegener is not of the living anymore." And while Orpheus looks back, Picker said: "Lili never looks back. Lili is always going forward."

Despite that, Lili still holds certain ideas of her time: She believes that to be a woman she must marry a man and have children. "She creates her own dilemma," Picker said. "The conflict leads to the sequence of events that ends in her death."

The Santa Fe production of "Lili Elbe" comes 30 years after Picker's first opera, "Emmeline," premiered at Santa Fe. Set in a small New England town, "Emmeline" is a retelling of the Oedipus myth from the mother's point of view.

There are similarities between these operas' heroines: "They're both strong women who, in the end, make a choice, a fateful choice," Picker said.

"Emmeline" was praised for its tunefulness. These days, Picker said, "I think of my music as being tonal adjacent." In "Lili Elbe," he added: "The music has fluidity. It moves easily between tonality and non-tonality." Singable melodies still abound, including D'Eramo's aria "I See a Woman," which can easily get stuck in a listener's head.

From the beginning, Picker had Lucas, a trans woman, in mind for the lead role. "What I hear in Lucia's voice is difficult to explain simply because it is so utterly unique," he said.

'When I came out, there weren't openly trans opera singers.'

He met Lucas when he was casting a 2019 production of Mozart's "Don Giovanni" for Tulsa Opera, where he was the artistic director. (Lucas sang the title role.) He said he was immediately impressed by her "vocal power and artistic nuance."

Like Elbe, Lucas is a trailblazer. "When I came out, there weren't openly trans opera singers," she said. "I know some people, a decade or two older than me, who were trans their entire life. They just came out after their career was done."

Lucas, who is married to the contralto Ariana Lucas, saw parallels to her life in Elbe's story. "The way that I came out was at this opera ball in 2014," she said. "My wife went wearing a Marlene Dietrich-type outfit with a little top hat, and I was wearing a dress. People recognized my wife before they recognized me, and it was great to see their reaction."

A similar scene occurs in "Lili Elbe," when Lili attends a gallery opening in feminine attire. Some lines from the libretto, like "I'd marry you again," were even borrowed from Lucas's life.

We don't know what the historical Elbe's voice sounded like. In "Man Into Woman," Elbe says that after her orchiectomy (a procedure to remove one or both testicles), she developed a "soprano" voice, seemingly overnight, which makes for a good story, but would be a medical first.

"When testosterone becomes a dominant hormone, the voice can drop," Lucas said. "But it's just a one-way street." Voices don't un-drop, though voice training and something called voice feminization surgery can make them slightly higher.

Throughout the opera, Lucas's voice stays low, though she sings higher when Lili is overjoyed or excited. "I never try to go into falsetto, but I do sort of a voix mixte," she said, or "mixed voice."

Lucas's involvement in "Lili Elbe" makes it perhaps the first large-scale opera about a transgender historical figure performed by a transgender singer. (She also serves as the production's dramaturg.) A precursor was Laura Kaminsky's chamber opera "As One."

Picker said that for the premiere, in Switzerland in 2023, and for the foreseeable future, he stipulated the role of Lili Elbe had to be sung by a trans performer. Maybe at some point a cisgender person could do it, he said, "but the learning curve would be steep."

Picker, too, experienced a learning curve writing "Lili Elbe." Though he said he was familiar with the feeling of being outside the mainstream. "Being and feeling othered is what we have in common," said Picker, who added that he had grown up gay and Jewish with Tourette's syndrome.

"When we opened it in fall 2023, we thought, 'This opera is never going to be as relevant as it is right now,'" Lucas said. But with trans rights under attack, it feels especially timely now.

Picker, though, emphasizes the opera's broad appeal: "I think the piece exists outside of time and current events. It's a story that anybody can relate to. Marriage and divorce and falling in love and dying. These are universal themes."

By focusing on "human emotions that touch us," Lucas said, "that's one of the things that 'Lili' does, is the piece sidesteps advocacy."

Painter's Canvases Scamper and Fly Onstage

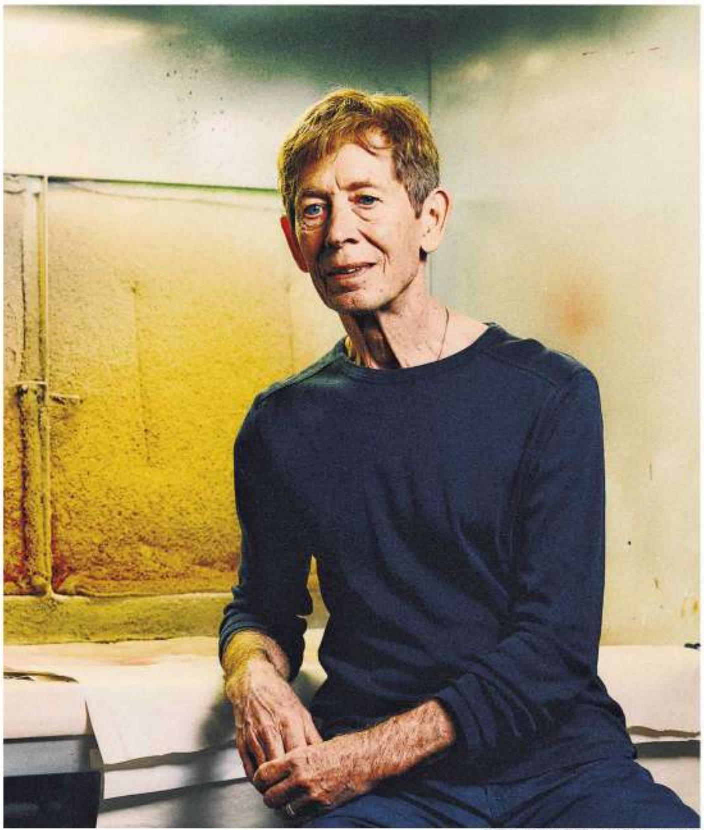
Tim Foster is a shoe colorist for New York City Ballet, an artist and a calming presence.

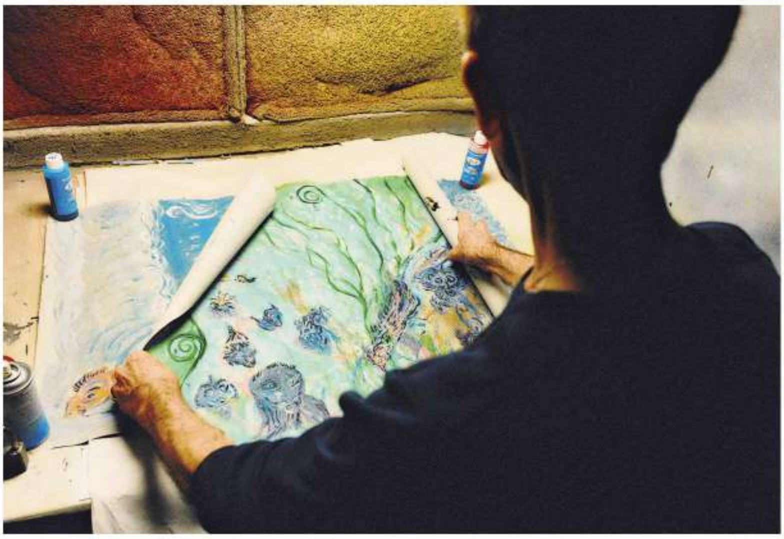
By MARGARET FUHRER

If you take the elevator at the David H. Koch Theater at Lincoln Center as high as it will go, then climb another flight of stairs and walk down a cinder-block hallway, you will reach a small space that looks like a cross between an artist's studio and a chemistry lab. This is where Tim Foster paints ballet shoes.

To be a shoe colorist for New York City Ballet, as Foster has been for 15 years, is to occupy a small yet important niche. Most pointe shoes and ballet slippers are manufactured in a pale pink. But the company's repertoire requires a rainbow of hues, like canary yellow for the ensemble of Marzipan Shepherdesses in "The Nutcracker," or powdery blue for the Butterfly soloist in "A Midsummer Night's Dream."

In his tiny aerie, Foster — the company's first full-time shoe colorist — sprays and daubs hundreds of shoes each season. It is a delicate art. He must match costume colors exactly, so that the footwear doesn't break the continuous line of the leg. And paint must be applied sparingly, painstakingly, so as not to change the feel of the shoe on the foot.





PHOTOGRAPHS BY VINCENT TULLO FOR THE NEW YORK TIMES

For 15 years, Tim Foster, above right, has painted the shoes for New York City Ballet dancers. He must match costume colors exactly to maintain the continuous line of the leg. Foster also reuses the paint-spattered paper from his work station to create his own art, bottom left.

As a former professional dancer, Foster, 73, understands the stakes. "When they give you their pointe shoes to mist or to dye, that is a responsibility I take very seriously," he said in a video interview. "It *has* to be right, because it's their sacred tool. It's their violin. It's their oboe."

For years, almost nobody outside City Ballet knew that Foster or his job existed. Then the documentary filmmaker Joshua Charow, who often profiles unsung heroes, stumbled across a City Ballet blog post that mentioned Foster's work. "Right away, I was fascinated," Charow said in a video interview. "But I couldn't find any other information about him."

Earlier this year, Charow connected with Foster and filmed him discussing his past as a dancer and his work with City Ballet. Charow was delighted to discover that Foster had also been quietly making visual artwork. His shoe-painting station is lined with white paper that becomes spattered with different colors over time. He uses pieces of that paper to create fanciful, Chagall-esque scenes, incorporating the residual splotches of shoe paint.

"I just start sketching over the top of the paper that kept all the splatters and marks," Foster says in Charow's documentary, "Shoes for Tim," which came out in July. "I lose myself in it."

Foster's job has become busier recently. Pink shoes, meant to approximate skin color, used to be a ballet costume default. But a few years ago, City Ballet became one of several ballet troupes to rethink "ballet pink," adopting truly flesh-toned footwear instead. Today, each company member has a shoe shade custom-matched to their skin. That requires a lot of painting.

Naomi Corti, a City Ballet soloist, said in a video interview that she now visited Foster before nearly every show — to get her shoes touched up, yes, but also just to talk. Gentle and thoughtful, Foster has a knack for soothing preperformance jitters.

"He always knows what to say because he's one of us, a dancer," she said. "It's this very calming presence. He's like the heartbeat of the theater."

As a dancer, Foster was both an early and a late bloomer. His father was in a country western band, and as a child, Foster and the daughter of the guitarist would sometimes dance for the crowds at barbecues and country clubs in the Pacific Northwest. By junior high, he was organizing lunchtime dances at school, bringing out a jukebox in the cafeteria. "You would grab your girlfriend and do the boogaloo or the skate," Foster said.

But he had no formal dance training until he enrolled at Lane Community College in Eugene, Ore., and began performing in musicals. That was how he met his future wife, Nickie (Crafts was her surname, at the time), an accomplished dancer and choreographer. "She told me: 'You want to dance? Well, you'd better get in class,'" he said. He began studying ballet and modern and was soon earning lead roles in local theater productions.

In 1986, the couple moved to New York City. Foster eventually began dancing with the New York City Opera, now shuttered — performing on the same Lincoln Center stage as New York City Ballet — and also in musicals in the city and on tour. "I was doing a lot of things all at once," he said.

That stopped when Nickie was diagnosed with breast cancer in 2004. "The dance work suddenly felt less important," Foster said. Seeking stability, he got a job in the wardrobe department at City Opera. Later he began working with City Ballet, dressing the children in "The Nutcracker."

His shoe-painting career was accidental. For a while dancers had colored their own shoes, but that led to inconsistencies in hue and appearance. "They said, 'Could you do the painting?' And I said, 'I guess,'" Foster said.

Though he had no art training or experience coloring shoes, Foster found he had a gift for matching shades. "I can figure out what makes that gray different from a regular gray," he said. "Is it that it has green in it? Pink in it? Purple in it?"

The ballets that involve the most painting, Foster said, are the big story productions: "The Nutcracker," "A Midsummer Night's Dream." But one of the trickiest is Jerome Robbins's "The Concert." He has to match the costumes' sheer blue tights, which allow the dancers' natural skin tones to peek through — meaning that each dancer requires a slightly different shade. "You're taking that blue color and stretching it with a neutral, so it's a film of blue," he said. "That took me a long time to figure out."

Foster has become an innovator in his small field, partly because he understands how to make dancers look and feel beautiful. Corti said he would sometimes "contour" her pointe shoes, painting portions of the satin slightly darker to make her arch appear more luxuriously curved. Once, she came to him upset about her shoes for a "Coppélia" solo, which were coated in a thick gray paint that made them inflexible. "It's a big jumpy part, and it was so hard to do in this crunchy shoe," she said.

The next day, Foster brought her a pair of what she called "Cinderella slippers," with a light coating of silver. "I wasn't cramping any more — everything *felt* so much better," she said. "He changed my experience of that ballet."

Caring for dancers' 'sacred tool,' a calling described in a new film.

Over the past few years, Foster has returned to dancing. His wife eventually recovered from breast cancer, but in 2013 he, too, received a cancer diagnosis. Treatment required removing much of the muscle from the back of his right thigh. As he recovered, dancing helped him relearn his body.

"I started over, doing my own barre work, just trying not to get stuck," he said. "Walking was the hardest thing to do, actually. I can always manage to dance."

Now he tries to dance as often as possible — sometimes with Nickie, who is "strong as an ox," he said. (She works at City Ballet, in customer service.) The documentary even prompted a homecoming of sorts, with Charow filming a poetic sequence in which Foster dances on the Koch Theater stage for the first time in 25 years.

When Foster began making his shoe-paper paintings, he had no intention of selling or displaying them. "I didn't really take it seriously," he said. "I'd paint them, roll them up, forget about them." He has given a few to dancers as gifts, including one to the City Ballet star Megan Fairchild when she retired earlier this year. And he gave one to Charow — packaged neatly in pointe shoe shipping bags and tied with a shoe ribbon.

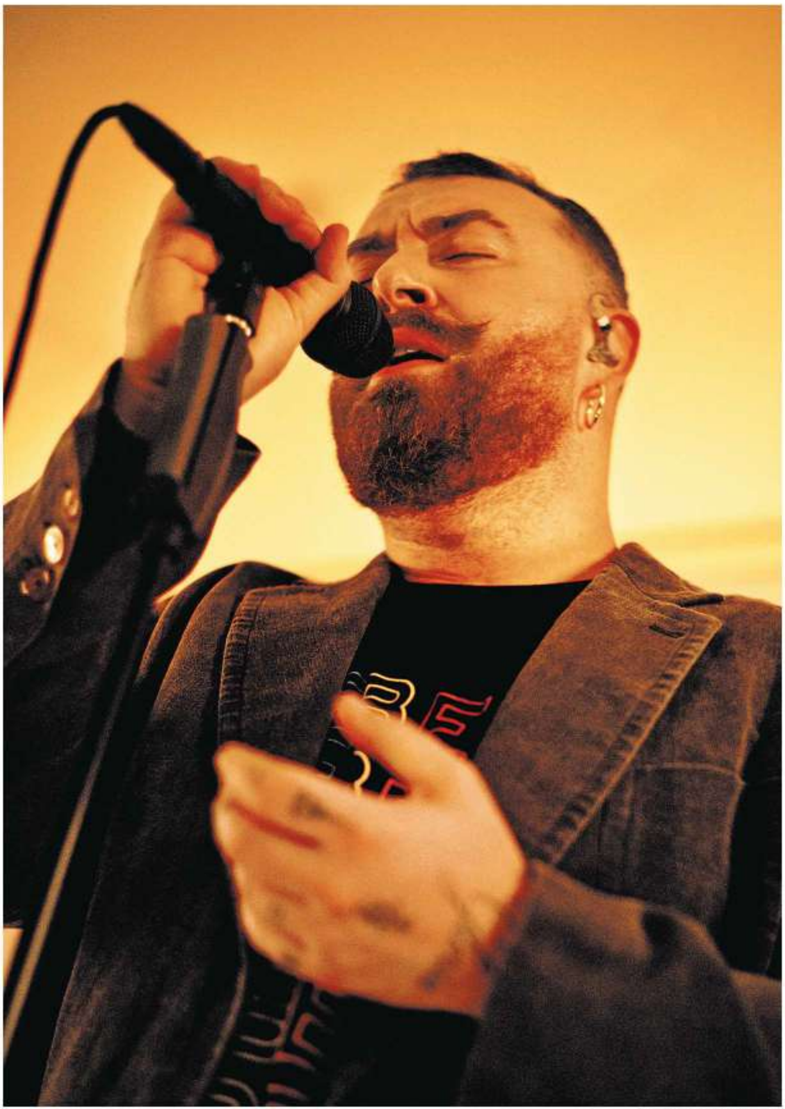
Since the release of the documentary, Foster has been surprised and moved by viewers' enthusiastic responses to his artwork. "People seem to really enjoy these paintings, which sort of stopped me in my tracks," he said. He's now considering a showing of some kind. Each fall, City Ballet's Art Series asks a visual artist to make site-specific work for the theater; Corti said she would love for Foster to get that invitation.

Charow's documentary caught Foster just in time. He's planning to retire soon. But first he hopes to train new shoe colorists. The goal, he said, is to create the smallest possible ripple of disruption in the dancers' lives.

"I know how live theater draws *everything* out of you, even as it feeds you," he said. "Those of us behind the scenes, we just want to make it possible for the dancers to let go and dance."

Love Transforms a Heartbreak Specialist

Sam Smith, known for songs about romantic disappointment, has a new album that's full of joy and contentment.



DAVID BILLET FOR THE NEW YORK TIMES

'Weirdly, in this crazy soup of an island, I have found peace.'

By MELENA RYZIK

When the singer Sam Smith gets stage fright before a concert, which is always, they envision the universe in all its vastness. "How big the world is, how high the moon is," Smith said. "How small I am, and how small this room is that I'm performing in, even if it's an arena. I look down on it from above and remind myself that this is OK, and I'm safe."

Smith dreamed of pop stardom since childhood and achieved it by 22. Scoring a worldwide smash, "Stay With Me," in 2014, they have been a global phenom ever since, with a lustrous, octave-bending tenor that elicits chills and tears in equal measure. And yet, "I really struggle," Smith told me one recent sunny afternoon. "Singing for me is an incredibly personal thing. You don't hear me singing unless I have to."

At 34, Smith has spent the past three or so years burrowing into that need, as their life turned somersaults. They moved to New York from their native England, for a boy, the fashion designer Christian Cowan, who has now, Smith revealed to me with a giddy smile, officially become a fiancé.

Smith's new album, "Hazel Eyes," scheduled to be released on Aug. 21, charts the course of their romance quite closely; Smith began composing the yearning first track, "Everlasting Love," the night before their first date with Cowan, and finished it deep in coupledom. As a crooner known for heartbreak ballads, this was seismic: their first time writing "about requited love" as they put it at a sold-out show in San Francisco earlier this year — proudly, and pointedly, celebrating a queer relationship.

It's also the first record Smith has made fully on their own terms, outside the formal structures of the music industry — the teams of songwriters in polished studios; the rounds of A&R notes — which had otherwise scaffolded their career. Instead, buoyed by making a similar leap with "Unholy," their 2023 Grammy-winning No. 1 hit with Kim Petras, Smith squirreled away with new collaborators, like the indie rocker Feist, producing a dozen dreamy tracks with a full gospel choir and a more handcrafted sound. (Literally; it's the only album Smith has ever played an instrument on, the piano.)

And Smith's adopted home provided an unexpected lift — as a queer artist, as a partner, as a person longing to communicate and be understood. "Being in New York, I'm not the only freak on the street," they said, as we perched over fizzy waters, then martinis, at Julius', the historic gay bar in Greenwich Village that is one of Smith's favorite hangouts. "I'm surrounded daily by people that are too much. And I mean too much as a compliment."

"Weirdly, in this crazy soup of an island, I have found peace," Smith added.

Which is not to say that "Hazel Eyes" (their fifth album, and named for Cowan's eye color) is pure contentment. There are darker moments, lyrics that flick at deception and pain, production that sounds like impending thunder. We listened to it at Electric Lady, the storied studio in the West Village where Smith recorded some tracks; they closed their eyes as they heard the ups and downs. At love's peak, "you're like, is this too good to be true?" they said. Sneaking in that duality was intentional. "I feel all types of things all the time," Smith said. "In my happiest moments, I can get really sad."

An album made in the regular pop machinery might have brushed that tension away. But Smith has a new clarity and confidence, friends and peers observed, in not filtering off the edges. "Since Sam's move to New York, I feel like they really embrace the creative eccentricities more," said Simon Aldred, a Manchester-based songwriter and producer who first met Smith at 21, and who worked on their blockbuster debut, "In the Lonely Hour," and on "Hazel Eyes." "They've been given free rein on this album to be really, the voice that I know, that I've sat in a room with."

Newfound Serenity

For years, Smith's fans have sobbed and sung along to the singer's chart-topping anthems of pining for a cheating lover ("I'm Not the Only One"), of lonely self-sabotage ("Too Good at Goodbyes"), of one-night stands that could mean more (the Grammy-winning "Stay with Me"). So when Smith stood onstage, in their small-but-vast corner of the universe at a series of sold-out residencies in New York late last year, and then in San Francisco to introduce a new number called "My Guy," the audience members very nearly held their breath.

"I feel good, I feel happy," Smith, in scuffed brown denim, announced one winter night at the Warsaw, a club in Brooklyn where Smith played 24 shows. In San Francisco, where Smith was the first performer to reopen the landmark Castro Theater after its renovation, they went further: "It really feels like a lifetime I've waited to sing a song like this."

Achingly sweet, with a doo-wop lilt, "My Guy" was created in one full rush, "born of this genuine, blooming awareness that Sam had met their person," said Feist, a co-writer on the track, along with the esteemed multi-instrumentalist Shahzad Ismaily.

The finished song couldn't top Smith's original exuberance — "he's mine, mine, mine!" — so the vocals are from the initial demo. "This might be the first dance" of many future weddings, "queer or straight," Feist predicted.

That Smith's newfound serenity is coming at a moment when the rights of gay and especially transgender people — Smith came out as nonbinary in 2019 — are under assault is not, of course, lost on them. Smith has been an outspoken member of the gay community since their 2014 debut album — unusually so for the pop world at the time (and sometimes inexpertly, too). Two years ago, they started an L.G.B.T.Q.I.A.-supporting charity, the Pink House Foundation. But as an artist they also have their own statement.

"For me, there's something radical about being queer in this time, in this world, and singing love songs," Smith said. Joy amid strife is an act of resistance, they concluded, saying, "I'm not going to allow the poison that I read and that I see to affect my way of loving."

And that their retro-sounding ode, down to the girl group-esque background vocals, is about queer love? When Smith performed it, complete with cute choreographed hand flicks and an eight-piece band, at the Castro — San Francisco's historic gay epicenter — it looked as if the whole crowd was arm-in-arm, swaying, hugging, rooting for them. Everyone wanted Sam Smith to finally realize this bliss.

"I've spent so many times crying to that song," Smith had told me in our first interview in May. "It felt like a reward from the hard work of loving someone."

Smith was dressed down but still had a striking presence, like a redwood: 6-foot-2, with russet hair and an upturned plume of a mustache they twist when in thought. They are as vivacious and playful as their music is moody. "Sam's sort of addictive to be around," Feist said. "So optimistic and so positive, and uplifting everyone in the room."

Over the past few months I sat for two interviews with Smith, watched them perform with Brandi Carlile and Ed Sheeran in Brooklyn, vamp in leather hot pants and thigh-high boots at the Castro and give a heartfelt mini-concert at the Stonewall National Monument during Pride weekend. Still, I was surprised by how open and engaged with the city they were (with an Instagram account devoted to foodie exploits), how unabashedly they moved around despite attracting attention. "I'd never walked down the street with someone that would leave a ripple," Feist said.

Some of Smith's intimates worry about them, as a highly visible nonbinary musician. "This cultural climate has a mandate of care for absolutely nobody," said Anohni, the visionary singer-songwriter and artist, whom Smith considers a queer-conscience foremother. "They are a very authentically kind person," Anohni said of Smith, "an innocent, you know? And I'm older, and I've seen a few seasons of this now."

But, she added, "Sam is incredibly resilient. And resilience is a strength that understands its own vulnerability."

A Voice for the Ages

Smith was raised in a village near Cambridge, England, in a pink house, by fields and rivers where they would escape, alone, to recharge. "I would just go off walking for two, three hours," they said. "I talked to trees." (Cowan lived 10 minutes away, but the two met online, in New York, four years ago.) Even now, the waterfront is Smith's refuge — river and ocean imagery is all over the album — and they are dotted with maritime tattoos, including an anchor at the base of their throat.

Smith came out as gay at 10 years old, to friends and a supportive family, with two younger sisters. Their mother, the breadwinner, worked in banking, and their father was "a househusband," they said, and a caretaker. Their maternal grandmother and aunts figured prominently too. "I grew up in a very emotionally charged, femme world," Smith said.

As open as young Smith was, wearing makeup and flower pins to school, they didn't know other gay people. "All I had was my divas in my headphones," they said. Mariah Carey was the gateway; "Hero" was the first song Smith performed publicly, with a classmate. At 13 or so, they went to a concert by their singing teacher, Joanna Eden, a jazz vocalist. It was just in a theater lobby, but she performed with such evident bliss. "I was like, that's what I want to do," Smith recalled.

They had already started writing songs, about boys and longing — "overdramatizing," they said, laughing.

Success arrived quickly, after they moved to London and supplied soulful vocals on a pulsing track by the electronica duo Disclosure in 2012. By 2016, they had won four Grammys and an Oscar (for "Writing's on the Wall," a song for the James Bond film "Spectre").

The depth of their ambition distinguished them early, Aldred said. "Sam just had a drive," he said. "I was kind of taken aback by the drive, to be honest. And the voice!"

Smith's range, from earthy gravel to falsetto, wowed other artists too. "The natural expression, the timbre, the scale and the ease of it," marveled Feist, who had never co-written with anyone before. (Smith invited her through an Instagram DM.)

Smith's vision first bore its fullest fruit on the cheekily raunchy hit "Unholy," which Smith called a turning point. ("It sounds like the most fun they've ever had on a song," as The New York Times critic Lindsay Zoladz put it.) But in the studio, Smith said, it ran into opposition.

"There was a lot of straight male voices in that room," they said. "Some people didn't get it, didn't think it could be on the record."

Smith and Petras prevailed, driven by their connection to the sound. "I used to dance in my bedroom all the time in my mum's clothes in front of the mirror — I felt like that when I listened to the song," Smith said, adding: "In a tense environment, me and Kim stood up and stuck our tongues out. Just teased. And that's part of queer power, you know?"

Smith harnessed that in recording "Hazel Eyes," in unexpected ways. "Oh Mother," a theatrical, rollicking track that flicks at both Smith's maternal lineage and queer notions of "mother," was "the biggest hill and monster of a song to climb," Smith said. They redid their vocals several times, dissatisfied with the energy. Finally, though no longer a smoker, they grabbed a pack of cigarettes, "stripped their shirt off and asked the studio manager to get a bottle of whiskey," Aldred recalled. "I have never seen anyone give as much to a vocal in my life."

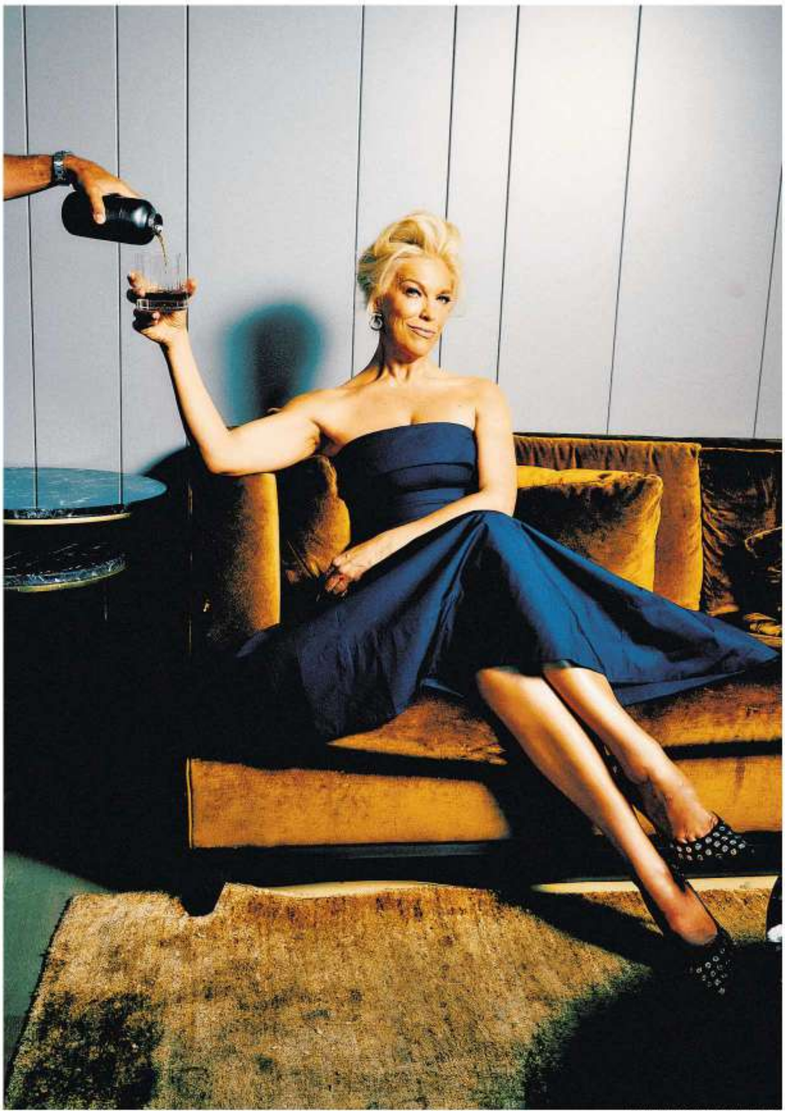
Smith no longer hits their high notes the same way; their vocal command has changed with age and experience. They once panicked about that. But now, when they listen to their voice on this vessel of an album, "it soothes me," Smith said. "You hear life within the instrument."

The singer Sam Smith at a recent performance, above, and below, at the Apollo Theater in New York in 2014. "For me, there's something radical about being queer in this time, in this world, and singing love songs," Smith said.

BRIAN HARKIN FOR THE NEW YORK TIMES

Television

Playing a merciless character on 'Ted Lasso' adds to a performer's legacy.



VINCENT TULLO FOR THE NEW YORK TIMES

'I Like Using Every Part of Myself'

Hannah Waddingham is a rare British star to beat a path from musical theater to the screen.

By ELEANOR STANFORD

LONDON — Hannah Waddingham stopped in her tracks when she heard a busker singing "Kansas City" by Leiber and Stoller.

It was a busy summer afternoon on the south bank of the Thames in London, and a swarm of tourists and schoolchildren mostly streamed past without looking at the man strumming on a guitar.

But the actress, resplendent in a billowing maxi dress as the breeze also rippled through her blonde bob, started dancing to the rolling rhythm and singing along, "I'm going to Kansas City, Kansas City here I come."

"I just want to get involved," she laughed. "I'm like, 'Budge up on the mic, budge up!'"

Standing 6 feet 2 inches in heels, Waddingham, 52, is used to turning heads: Cynthia Erivo, a friend for more than a decade, described her as "Amazonian in stature and in spirit and proud of it," adding, "It's a thrill to watch her in action."

The passers-by who were giving her impromptu riverbank singalong curious glances seemed to agree. They might have recognized her from TV shows like "Sex Education" and "Ted Lasso," but Waddingham also has a four-octave vocal range and is a rare British screen star who started out in musical theater.

"How funny, of all the songs he could have been playing," she said after giving the musician a tip and continuing on along the river.

Not only is the 1952 blues track one of her favorites, the upcoming season of "Ted Lasso," in which Waddingham plays the soccer club owner Rebecca Welton, opens in Kansas City.

After three seasons coaching A.F.C. Richmond, Ted (Jason Sudeikis) is now back in his home state. That is, until Rebecca visits to persuade him to return to London and take on a new coaching challenge: Richmond's women's team.

Rebecca is "so fun to write," according to Brendan Hunt, a "Ted Lasso" co-creator, "because she's at a nexus of poshness and don't give a [expletive]-ness." Starting out as the show's "bad guy," Rebecca was also "the biggest role to cast," he said. And when they found Waddingham, Hunt recalled thinking: "'Oh, finally. OK, this is great,' because she could go toe to toe with it."

The third season of the gently philosophical show was 2023's most watched streaming original show, according to data from Nielsen. Many thought it would be the show's last, but the fourth season — which comes to Apple TV on Wednesday — kicks off a new team of characters' stories.

The female players and especially their assistant coach, Alice, also bring out something in Rebecca, Waddingham said earlier that day over a breakfast of coffee, pressed juice and chorizo hash. Alice, played by Tanya Reynolds, navigates the male-dominated soccer world with much less glamour and charm than Rebecca, and initially "there's a friction and frostiness" between the pair, Waddingham explained.

But as always on "Ted Lasso," there is also growth, and after being a "taught rope" in Season 1, Waddingham said, Rebecca continues loosening up in Season 4.

Waddingham, who won an Emmy for the show in 2021, said she had loved the ruthless Rebecca since reading the pilot script, where her character imagines torturing her ex-husband with "a splintered cricket bat."

"This girl," Waddingham remembered thinking, "you're delicious."

Waddingham's approach to the role is "all gut," she said, and she doesn't read scenes from the script if they don't feature Rebecca, so she never knows more than her character does. Still, "I think it's funny that anyone thinks I'm remotely like Rebecca," Waddingham said, holding her hands out wide to signal her confusion. "I'm the wayward sister of Rebecca."

Juno Temple — a close friend who plays Rebecca's onscreen bestie, Keeley — agreed with that description. Although Waddingham has "this whip-smart brain, this huge heart and then this presence that is absolutely jaw-droppingly beautiful," she is also "quite a goofy nugget."

Over breakfast, Waddingham could indeed be charmingly goofy, peppering the conversation with more expressive hand gestures, silly voices and liberal swearing. Her voice was hoarse after giving her all on set for a Jason Statham action movie.

The last few years have been busy. Last month, was the premiere of her show "Ride or Die," a buddy action series with Octavia Spencer that the two also executive produced. In 2023, Waddingham filmed what she called a "totally old-school" holiday stage special for Apple TV. And in Britain, she has had breakout moments hosting the Olivier Awards and the Eurovision Song Contest.

"I like using every part of myself," Waddingham said, "because it could have been very different. I could have not had any success." But since "Ted Lasso" premiered in 2020, playing Rebecca "has let everyone know what I knew I was capable of in the first place," Waddingham said.

She grew up in South London, the daughter of a river police officer, who patrolled the Thames by boat, and an opera singer. Theater is "100 percent in my bloodstream," Waddingham said. As a child she would roam the London Coliseum, the home of the English National Opera, where her mom performed.

After drama school, she started auditioning, but her height was an issue. "I would constantly get, 'We'd love to use her, but we've already cast the man,'" Waddingham said. "Why can't a woman who's 6 feet 2 inches have all the same vulnerabilities and misgivings about herself, wobble as much, as somebody who's 5 feet 2 inches?" (For Rebecca, "'tall' was not part of the character description, per se," said Hunt, the co-creator, but "'tall' and, in certain shoes, often 'taller than the male lead' is like — That's awesome.")

Two (metaphorical) giants of British theater also didn't consider her height an issue: Trevor Nunn and Andrew Lloyd Webber. When Lloyd Webber first saw a 25-year-old Waddingham perform in 2000, he was immediately impressed by how she could "hold the stage" and her "very rare" star quality, he said recently by phone.

He soon cast her in "The Beautiful Game," a show he wrote with Ben Elton, and again in 2011 as the Wicked Witch of the West in a production of, "The Wizard of Oz."

Waddingham was nominated for three Olivier Awards, Britain's equivalent of the Tonys, by 2015, when she performed alongside Cynthia Erivo in a concert performance of the musical "How to Succeed in Business Without Really Trying."

By email, Erivo called Waddingham a "superstar. Not just because of her work, but because of the way she has constantly shown up for me and encouraged me."

Waddingham fought hard for all her success while also refusing to compromise on who she is, Erivo added. "I think it's what makes her special. She is herself through and through, and who she is is magnetic."

Waddingham has also resisted cosmetic surgery, wanting "full control of my face," she said, and "to look like I'm 52, because I'm actually more confident, more settled." She added, "So why would I want to make myself look like I'm 30, when I wasn't as happy at 30?"

Her principled determination was also clear when, at 38, Waddingham finally became pregnant. She realized that the rigors of a theater run wouldn't align with the demands of parenthood. But onscreen work, which she'd always dabbled in, could provide more flexibility.

The path from the Shakespearean stage to screen stardom is well-trodden by British actors, including Jonathan Bailey, Benedict Cumberbatch and Judi Dench. But "very, very few musical theater stars really cross over to the film medium or anything like that," Lloyd Webber said.

Waddingham said that her British agent at the time had been confused about whether to promote her as a singer or an actor, and had described her varied skill set as "muddying the waters." (Such a conversation wouldn't happen in the United States, Waddingham added.)

But nine weeks after giving birth to a daughter, Waddingham started shooting Season 5 of "Game of Thrones," in which she played Septa Unella, whose face was framed by a nun's habit as she shouted "Shame!" at a disgraced Cersei Lannister.

"If all I had done in my career is prove that you can take someone out of musical theater and put them in a tight close-up," Waddingham said, "I would love that to be my lasting legacy."

Nevertheless, she added, whatever screens and stages she's appeared on in the last decade or so, there is "just something about theater, the visceral, muscular nature of theater." Waddingham was about a mile and a half from the South Bank busker by now, passing by Shakespeare's Globe. She would love to return to stage work, she said, and recently she has been considering opportunities, including one she was "champing at the bit" to do next year.

But Waddingham has been a single parent for many years now — "I'm a mummy first," she said — so she turned that role down after realizing that her daughter, now 11, wasn't ready for her to be so tied up with work.

"Something has to give, and the thing that's had to give is theater," Waddingham said. But, she added, "I will come back, and I will do it how I do it."

APPLE TV

In "Ted Lasso," Hannah Waddingham is nothing like Rebecca, the ruthless character she plays on the show, she said, adding, "I'm the wayward sister of Rebecca." Bottom, Waddingham appears with Juno Temple on the show.

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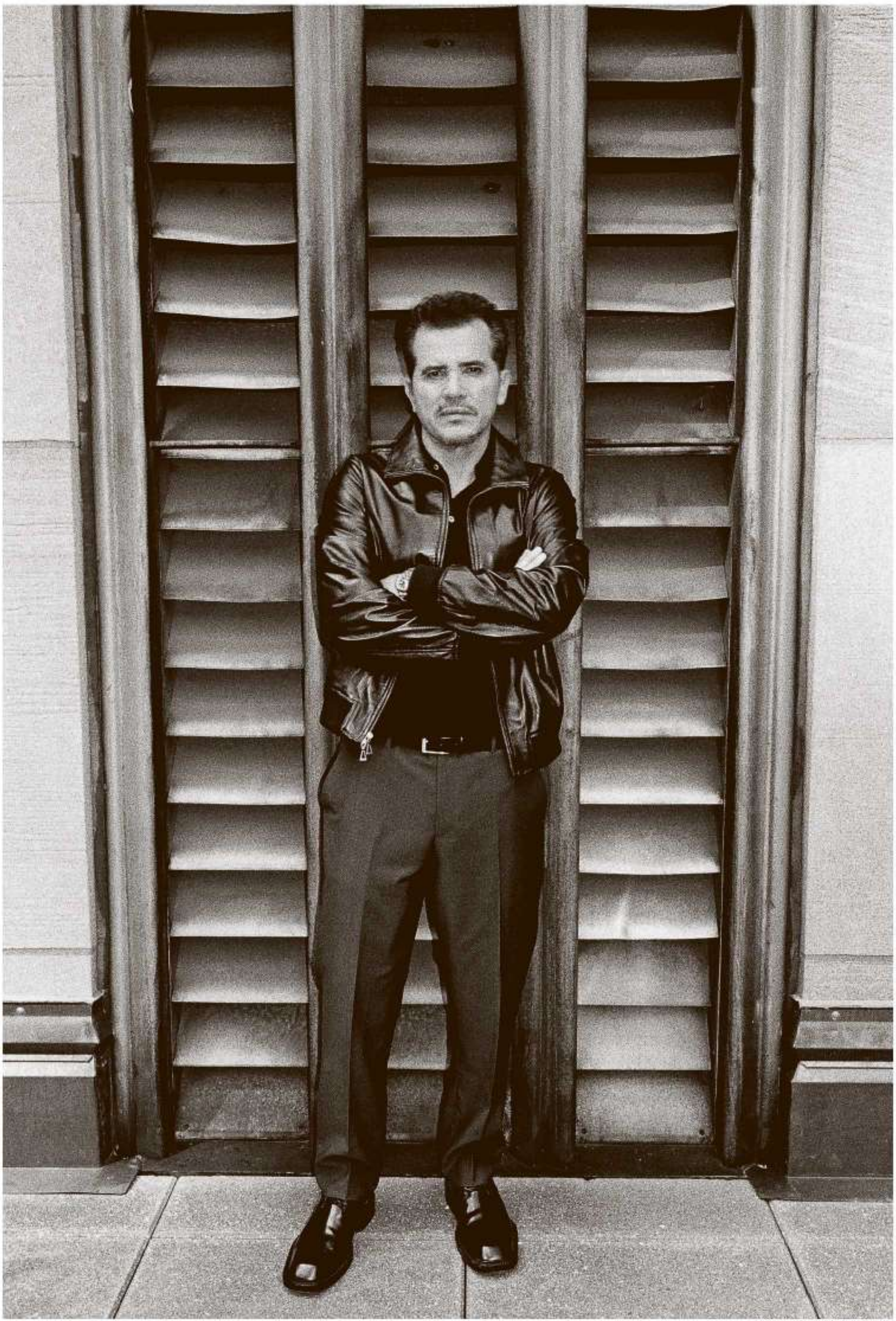
Every Journey Takes A Toll

John Leguizamo discusses his role in 'The Odyssey.'

By KYLE BUCHANAN



SAM HELLMANN FOR THE NEW YORK TIMES

John Leguizamo is in "The Odyssey" as Eumaeus, below, a servant loyal to Odysseus.

Even in the sprawling, star-studded ensemble Christopher Nolan assembled for "The Odyssey," John Leguizamo stands out. As Eumaeus, the blind servant who awaits the return of Odysseus (Matt Damon) while watching over his master's wife (Anne Hathaway), son (Tom Holland) and aging dog, Leguizamo delivers a performance that is by turns shrewd and heartbreaking.

The 66-year-old actor's career is full of major movies, including "Moulin Rouge!" and the animated hits "Ice Age" and "Encanto." Still, "The Odyssey" stood apart from the start. "This is so much bigger than anything I've ever done," said Leguizamo, whose transformation for the role included special contact lenses that rendered him nearly sightless.

"The Odyssey" appears poised for a strong awards run that could include Leguizamo, but for now, he is basking in the film's huge worldwide box office, which he attributed in part to its diverse casting. "The movie being so beautifully inclusive means that now, this story belongs to all of us," he said on a video call last month.

Here are edited excerpts from our conversation.

It's astounding that you can make us feel for Eumaeus after he's introduced throwing a puppy off a cliff.

Can you believe? I thought, *I'm going to be the most reviled person in cinema history!* That's what they did with runts back then, only the strong survived. But the puppy was safe, there was somebody with a soft blanket catching it right off camera.

It helps, of course, that your character bonds so well with the surviving dog.

Argos! It's an ancient breed called a Portuguese Podengo. I call it a Portuguese pendejo. That's Spanish for ——

I know what that's Spanish for.

It's not the brightest breed in the world. There are only 75 of those dogs left — they're an ancient, ancient breed. But he was not aggressive at all, and he's sweet. I'm Method, so I spent a lot of time with the dog, hugging him, kissing him, trying to make him my best friend.

Do you know why that breed was picked?

Because it's the most ancient breed that's closest to what the Greeks would have had. Nolan is a stickler for detail, and I give him such respect. He stands behind the camera, you know he's there with you. It makes me feel heard and seen and protected because in this movie, I went to places that I don't usually go to, like close to an emotional break.

Does that take a toll on you?

I am Method and I believe you have to really go through something, you can't pretend. And I did study at Lee Strasberg. I *killed* Lee Strasberg!

He died after you took his class?

I was in his class and I did a sense memory that was so bad he didn't survive it. He passed away that night, rest in peace. So yeah, I believe you have to go through it, but I felt I was in capable hands with Chris, so I was able to go to really scary places within myself and dredge up a lot of pain. In the end, it's healing because you let it out. It's better to let it out than bottle it up.

You're almost unrecognizable in this film.

I kept telling Chris: "Look, I'm never going to work again. Everybody's training 24/7, looking studly, and I look like a testicle." But when I was younger, I lived for transformations. I thought that's what real acting was, to go as far away from yourself as possible.

How did you feel before your first day?

It was a combination of feelings. I felt incredibly ready and I was nervous as [expletive].

Do you often get nervous before a shoot?

Never, I'm not a nervous type of guy. But Chris Nolan, you blow people up in your head. I'd never worked with him before, so I didn't know what was going to happen. I had to play old, blind, all these emotional beats, and it was also 900 feet above sea level. They had to helicopter me up there. I'm on top of this cliff where you can fall to your death. Every plant was poisonous on this cliff. They told us, "If you break the sap and put it to your eyes, it will blind you."

What was it like to perform those high-pressure scenes in IMAX?

I never worked with an IMAX camera. It's 300, 400 pounds, sounds like a lawn mower. On the first day, I started doing my scene and he goes, "You don't have to yell." I go, "But I can't hear myself." And they didn't tell me it was three minutes per roll.

Meaning, they had to reload rolls of film during a long take?

I had a 10-minute speech and it was like, "Cut!" I was like; "Oh my God, did I do something wrong? Am I messing it up?" And they told me, "No, we've got to reload." Then it's like five minutes to reload because it's really thick and difficult, and there's only one person in the world can do it. Then I have to revamp myself up. And then again, I got two minutes in, and it's already "Cut!"

MELINDA SUE GORDON/UNIVERSAL PICTURES

IMAX camera aside, I would imagine that the practical locations and lack of green screen were helpful.

The fact that everything was so practical makes it easier for the actors to act, and then the results are so much more real and organic. It's palpable that what you're seeing on camera is really happening. I mean, that incredible scene with the ghosts of the dead soldiers, stuntmen were buried underneath the sand with snorkels. Like a hundred people were buried, then they come up. Oh my God, it's so riveting to watch!

I fear we've reached a tipping point where people don't believe what they're looking at anymore. So a film like "The Odyssey" resonates for feeling more real and tactile.

Hollywood is starting to embrace A.I. and thinking that's going to solve things — is it? "The Odyssey" shows you that that's not what people really want.

I'm sure you saw Elon Musk say that he's going to generate his own A.I. version of "The Odyssey."

Yeah, it's going to be beautiful. It'll be phenomenal. Good luck with that fake, soulless, empty [version]. I just don't understand people who go out of their way to hatemonger. José Martí, the great Cuban poet and revolutionary, said there are two kinds of men: those that create and those that destroy.

This diverse cast, to me, is symbolic of the real world that we're living in. We Latin people are 20 percent of the population, and we're still virtually invisible, especially in executive and corporate rooms.

You've been very vocal over the last several years about the lack of Latin opportunities in Hollywood.

I was a very idealistic young man, I believed in meritocracy, no matter that I came from an underprivileged background. But when I was in N.Y.U., I was the only Latin person in my classes, which was shocking to me in a city where we're equal to whites in population. D.B. Sweeney and Andrew McCarthy were in my class going to five auditions a day, and I'm going to one every five months for a drug dealer or murderer.

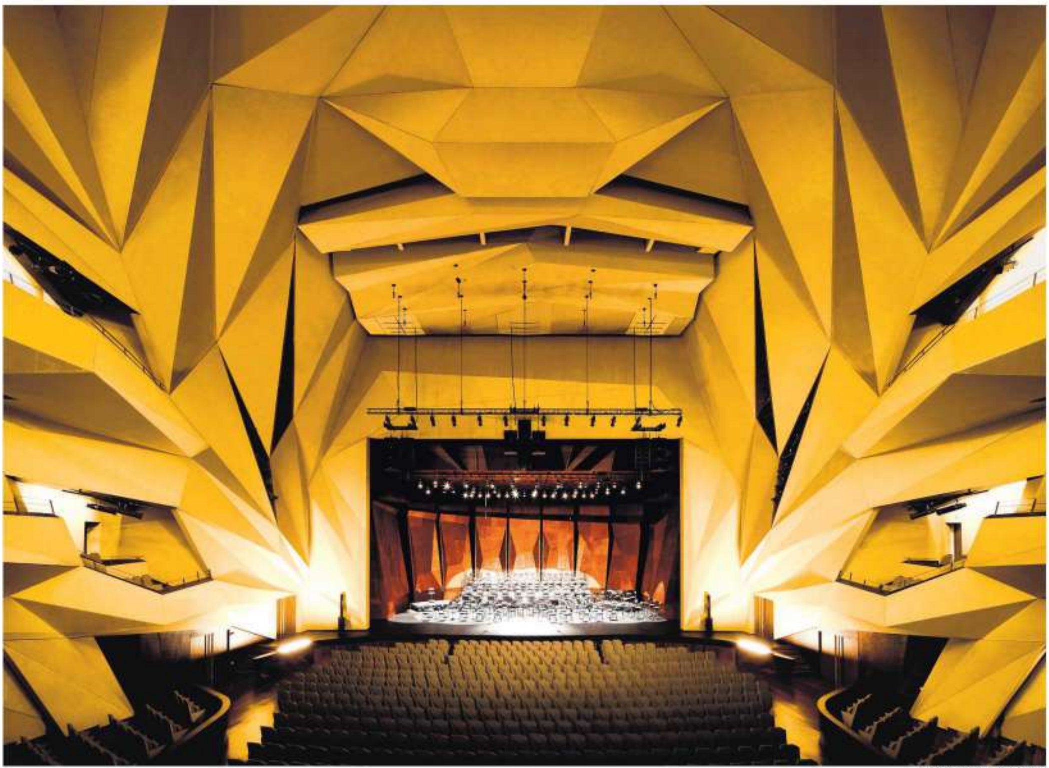
I started to realize that no matter what I did, no matter how talented I was, I was never going to have the same opportunities as them. It's systemic racism I was dealing with for four decades, but it affects you because you start internalizing that you're not good enough, otherwise you would be further along. Now that I'm 66, I know it's not me — it's the system.

In a 2022 essay for The Los Angeles Times, you called out Hollywood for casting Spaniards like Javier Bardem and Antonio Banderas in Latino roles.

I feel a little bad because I don't want to throw anybody under the bus — artists are my colleagues. I just get upset because colorism is still alive in Hollywood with Latin people. Spaniards are not Latino, they're just not. We need to have the whole diaspora of Latinos represented, not just white Latinos or white-passing Latinos, because that's basically almost like casting white people.

When it comes to representation, are there young artists who've told you that your presence helped them?

Lin-Manuel [Miranda] told me that. Kris Diaz, who just wrote [the book for] "Hell's Kitchen" for Alicia Keys, [the actor] Jorge Lendeborg. But even Matt Damon came to me and said when him and Ben Affleck saw my one-man shows, they realized, *Oh my God, if this kid can do it, we can write our own story*, and they wrote "Good Will Hunting." That's incredible to me because when I told my stories, I just wanted to inspire kids who felt like me, who looked like me.



PHOTOGRAPHS BY HUFTON & CROW

Culminating Project Of a Design Visionary

The Royal Theater of Rabat could cement Zaha Hadid's legacy as a trailblazer.

By JOSEPH GIOVANNINI

RABAT, MOROCCO — Before the curtain rises, Morocco's new Royal Theater of Rabat, by the architect Zaha Hadid, suspends disbelief. The theater, on the banks of the Bou Regreg River, has a design that emerges like a wave, swelling and cresting over recital halls before dropping down to an entrance that opens into lobbies that evoke canyons. Crisscrossing, ribbonlike stairways climb four-story cliffs. Opera boxes overlook an auditorium that resembles a geode. The scenography is not just onstage.

At the height of her career before her death in 2016, Hadid, the Iraqi British architect, designed the Royal Theater, which includes indoor and outdoor stages, as the culmination of a body of work whose technological sophistication allowed her to make a high-tech building look like an ocean sculpted by Brancusi.

In her practice's last decade, she sought what she called "ultimate movement and fluidity." Digital technology was liberating Hadid, the first woman to win the Pritzker Architecture Prize, and her close colleague at the firm, Patrik Schumacher, from the geometry book and the cold grasp of buildings that look like steel-and-glass machines.

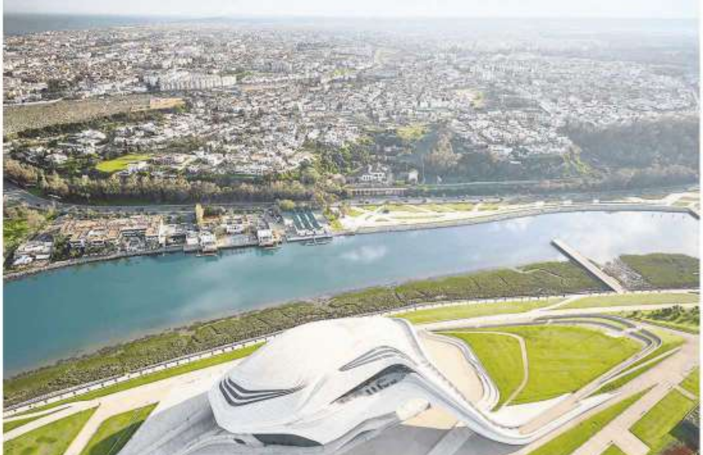
In 2010, King Mohammed VI of Morocco personally invited Hadid at her London-based firm to design the theater in Rabat, the capital. Disappointed that her bold competition design for a theater in Casablanca had lost to the French architect Christian de Portzamparc, the king wanted Hadid to build her original design in Rabat. Hadid persuaded him to start fresh with a building tailored to the new site, a river valley between Rabat and its twin city, Salé.

FOR HADID, THE INVITATION rang a very loud and unpleasant bell. Twenty years before in Wales, she did not receive the same royal welcome. In what would have been a career-making project, the 45-year-old architect won, then lost, and then in another round won and lost again, a competition for the Cardiff Opera House. The front-page drama raised questions about style and prejudice. The crystalline, angular building was criticized for being fashionably Deconstructivist. The design may have been the canary in the coal mine foretelling Brexit: A country keen on heritage was rejecting an Iraqi-born female immigrant bringing a cosmopolitan design to a provincial city. Hadid took the rejection personally, citing "resistance and prejudice." Her phone stopped ringing. She considered leaving the country.

"The Cardiff Bay story was one of the great traumas of her career, and one could see this semi-posthumous building in Rabat as a kind of triumphal justification," said Deyan Sudjic, a former director of the Design Museum in London. In Rabat, Zaha could look back with schadenfreude.

On April 22, Lalla Khadija, the king's daughter, and Lalla Meryem and Lalla Hasna, his sisters, inaugurated the building in the royal box, where they were joined by France's first lady, Brigitte Macron. A program of Tchaikovsky, Verdi, Arab-Andalusian songs and Driss El Maloumi, an oud master performing his own compositions, put the hall through its acoustic paces, signaling the theater's policy of showcasing Morocco's musical traditions along with an international repertoire.

MOROCCO IS FAMOUS for its crafted Moorish architecture — intricate plaster work, dazzling ceramics, hypnotic geometric decoration. But the country that the inaugural program calls "resolutely forward-looking" is now wired for the 21st century. Advanced three-dimensional design and construction software put to use sophisticated contractors made the devilishly difficult curves of the theater feasible.



The software has allowed architects to conceive buildings with the complexity of clouds, mountains and landscapes. Software also enabled the architects to devise a new kind of "brick" panels of glass fiber-reinforced concrete that can be molded like the body of a boat. (It corrected the flat stone tiles roofing Hadid's 2010 opera house in Guangzhou, China, which did not conform to the roof shells' curvature. Some tiles detached.)

The Bou Regreg River, flowing into the Atlantic Ocean, is tidal. It reverses flow. A thin wave at the southeast end of the Royal Theater rises from what had been marshland and widens, swells and then splits. The dominant wave peaks over the 1,800-seat auditorium and its fly tower before subsiding toward the main entrance, where it encounters another swell. The audience enters the building through this turbulence. "Zaha's early sketches show the movement of the water around the building affecting its shape," said Nils Fischer, project director on the theater.

"My jaw dropped," said Anna Glass, executive director of the Dance Theater of Harlem, when she saw it at the opening. "It takes your breath away, like the heart-stopping feeling you get on a roller coaster for the first time. Then curiosity draws you in."

From top: inside the Royal Theater of Rabat, in Morocco, designed by the architect Zaha Hadid; the theater, along the Bou Regreg River; in the lobby, crisscrossing, ribbonlike stairways ascend four stories.

The job of concert halls and opera houses is to wrap music in a soundproof container. Hadid built not just a container but an architectural performance. Visitors enter under a breaking wave, like surfers shooting a tunnel. A river promenade runs through the interior, from the entrance through design rapids in tall canyons, then down to a 7,000-seat open-air auditorium adjacent to the river.

Everything curves or leans. Only the right angle of an occasional stainless-steel espresso machine perched on streamlined bars breaks the spell of flowing topographies. One's body is immersed in sensations often provoked by nature.

"I kicked the tires on the building to see if it works," said Alex Poots, artistic director of the Shed in New York, who also attended the opening. "Generous wings, depth behind the stage, storage for equipment, a beautiful green room, completely wonderful acoustics."

ALMOST AS WIDE as it is deep, the horseshoe-shaped hall is designed for intimacy. "When you're onstage, that horseshoe seating gives you the feeling of being enveloped by the audience — hugged," said Glass, whose troupe will be performing in the theater's first full season this fall. "I suspect our dancers are going be showing off because they'll want to give back what they feel they're receiving."

Hadid, with Schumacher and Fischer, originally walked the site in 2010, and building began in 2014. Construction was completed in 2021, five years after her death. Though posthumous, "it's certainly an authentic Zaha building and a reminder of how strong an architect she really was," Sudjic said. The coronavirus pandemic postponed an opening that was then further delayed by supply chain shortages of theatrical equipment, and delayed again by the disastrous 2023 earthquake in southern Morocco.

The 290,000-square-foot, $170 million building was sited diplomatically. "The theater acts as a connector of the two sides of the valley whose cities historically have been quite disconnected," Fischer said. The valley itself lies at the foot of the acropolis where the mausoleum of Mohammed VI's grandfather and father, Mohammed V and Hassan II, presides. (The king required that the theater's height not exceed that of the acropolis's plinth.)

Under Mohammed VI's vision, "the Royal Theater of Rabat reflects Morocco's broader commitment to culture and the creative industries as drivers of development, while strengthening cultural exchange with Africa and the world," its artistic director and deputy general manager, Brahim El Mazned, said. It is meant to be an international platform for Moroccan, Arabic and African music, dance and theater — and, yes, Western pop (it will host "This Is Michael," a live tribute show to Michael Jackson, on Oct. 29).

The Royal Theater joins a group of spectacle museums, like Frank Gehry's Guggenheim Museum Bilbao in Spain and opera houses in Oslo and Sydney, Australia, that position these cities as cultural destinations.

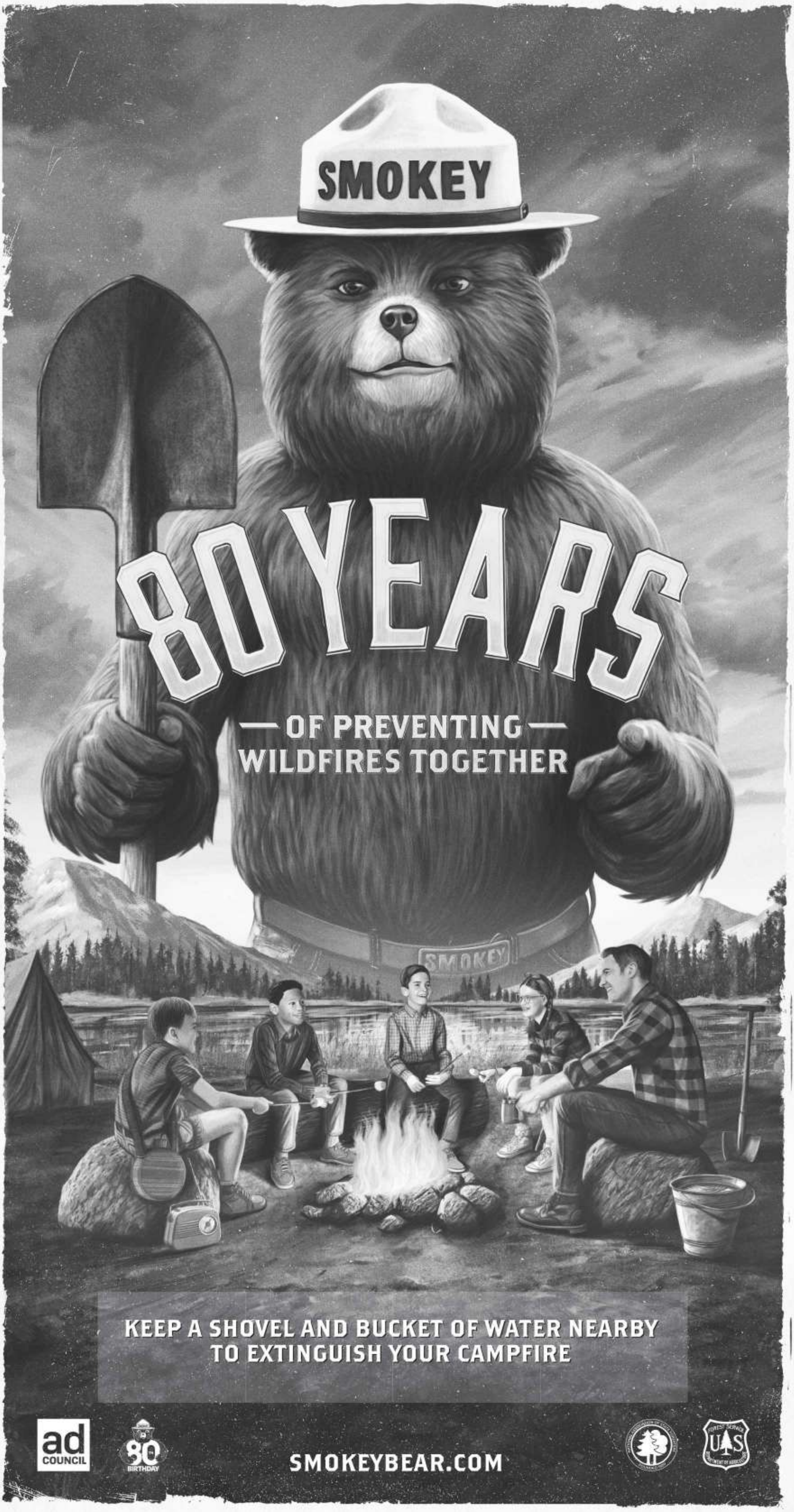
"This will be the first time the Dance Company of Harlem has been back to the continent since the '90s, when we performed in South Africa at the request of Nelson Mandela," Glass said. "We all understand the significance of this theater, both to Morocco and the continent."

For Hadid — who studied mathematics at the American University in Beirut, Lebanon, and lived in the Iraqi diaspora her entire adult life, often vacationing in Morocco — the project was a cultural homecoming. After the millennium, with a Pritzker under her belt and successful projects in China, Arab countries offered her major commissions. The Arab Spring, however, stopped many, after which new commissions came. More than a half dozen posthumous buildings have been or are now being built, under Schumacher's leadership, across North Africa and the Middle East.

For centuries, architects have built glory into cathedrals and mosques. "I think people have always aspired to invent such spaces," Hadid once said in an interview. "It is uplifting to go into a great space, a heavenly space."

As a performance venue, the Royal Theater is secular, but it has the capacity to transport the audience to an imaginary space and time. Hadid has taken wonder beyond the curtain and staged it throughout the building.

JOSEPH GIOVANNINI, *a critic and trained architect, is writing a biography of Zaha Hadid.*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The New York Times

Aw, It's Baby's First Surveillance System

Nanit and other start-ups want to track your children through the night — and maybe for the rest of their lives.

BY SAPNA MAHESHWARI | **PAGE 6**

PHOTO ILLUSTRATION BY MARGEAUX WALTER FOR THE NEW YORK TIMES

Parents are increasingly willing to embrace tracking and analytics for their children, and to outsource parenting decisions to technology.

When A.I. Invaded 'Heated Rivalry' Fan Fiction

By EMMY MARTIN

The fandom spiraled over an unidentified source calling out A.I.-assisted stories.

SAN FRANCISCO — In June, an account appeared on X under the name John Doe and with the handle @heatedrivalryai. John Doe soon posted a link to a 25-page document with the title "Fandom Has a Hidden Generative A.I. Problem."

The document was a systematic takedown of writers of fan fiction inspired by "Heated Rivalry" — the enemies-to-lovers male-male hockey romance — who had used artificial intelligence to generate parts of their stories. It named 38 popular fan stories that had taken text from Anthropic's Claude chatbot, including works by some of the community's most read writers.

The document blasted the practice, saying, "The proliferation of undisclosed A.I. in creative spaces limits opportunities for human expression, whether in writing or other mediums, to shine through." Then the anonymous account requested that fans "remember to treat each other with kindness."

They didn't.

Within hours, X feeds filled with posts about the "fan fiction Panama Papers," as one "Heated Rivalry" fan put it, referring to the 2016 leak about the global elite's financial dealings. The findings jumped to Threads, Reddit, Bluesky and TikTok. Thousands said they were shocked.

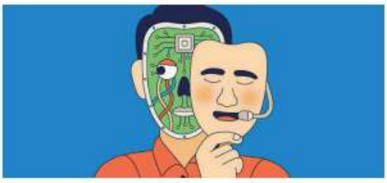
Many began calling out the authors who had been identified, deluging them with comments, and naming and shaming dozens of other stories.

Some writers deleted their accounts or locked their works.

CONTINUED ON PAGE 4

3 WORK FRIEND

When it comes to dealing with difficult colleagues on the job, there are no age limits. BY MAX READ



3 SHOP TALK

The machines are learning from us, including how to hide some of the bad stuff. BY LORA KELLEY

5 RETIRING

Real estate without a clear title can get in the way of generational wealth. BY MARTHA C. WHITE

WITH INTEREST

25M

Americans with Medicare Part D drug coverage who may see costs rise.

GEORGE WYLESOL

Millions of older Americans could start paying more for prescription drug coverage next year, after the Trump administration announced its intent to end Biden-era subsidies for Medicare drug premiums.

Among them are the 25 million Americans with the stand-alone Part D drug coverage under traditional Medicare, who now pay about $36 a month on average, according to KFF, the nonprofit health research group. Another 31 million people receive drug coverage through Medicare Advantage, a private-sector alternative for people 65 and older.

Dr. Mehmet Oz, the administrator of the Centers for Medicare & Medicaid Services, addressed the changes in a social media post, writing, "Premiums will go up by less than $10 for most Medicare recipients, with many even seeing LOWER premiums." But it is not yet clear what people will pay next year, as prices vary across plans, The New York Times's Rebecca Robbins and Reed Abelson reported.

In 2024, the Biden administration set up the subsidy program to offset changes that would have substantially raised Medicare drug premiums in 2025. At the time, Republicans sharply criticized the plan, which gave insurers billions of dollars to hold down costs, saying it would offer only temporary relief and was a blatantly political move to sway voters.

Now, with midterm elections looming and many people struggling to deal with rising prices at grocery stores and at the pump, higher drug costs could be damaging to Republicans. Medicare beneficiaries, shopping for next year's drug plans leading up to the elections, will be seeing the new costs.

Democrats seized on the announcement to criticize President Trump and Republicans. Kendall Witmer, a spokeswoman for the Democratic National Committee, said in a statement that Mr. Trump and Republicans "are doing everything they can to make health care unaffordable for Americans, especially for seniors." *LORA KELLEY*

SO FAR THIS YEAR

Stocks were up.
S&P 500, +9.4%

Mortgage rates were up.
BANKRATE.COM
30-YEAR FIXED,
6.82%, +0.62 POINTS

Jobless claims were down.
FOUR-WEEK MOVING
AVERAGE, −7.4%

> 'No forward guidance. No framework guidance. No nothing.'

TIFFANY WILDING, an economist at PIMCO, the asset manager, on the markets' uncertainty about what the Federal Research will do next on interest rates following a news conference by the Fed chairman, Kevin M. Warsh.

> 'We have work to do, but we're also losing a good chunk of manpower to these data centers.'

TYLER SHELTON, 29, an electrician in training in Detroit.

> 'It's a chug-along economy until further notice.'

DAN ALPERT, a senior fellow in macroeconomics at Cornell Law and managing partner at Westwood Capital, a financial firm, on slowing growth in the American economy in the second quarter.

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Markets Last Week

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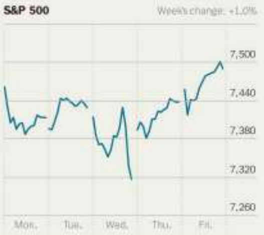
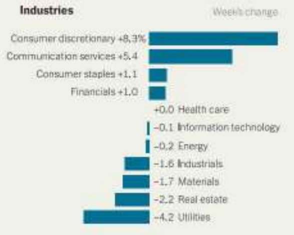


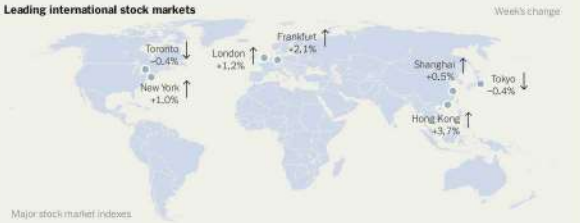


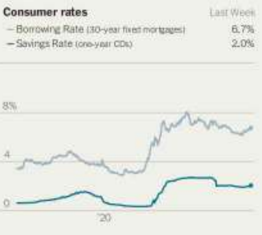
Best performers

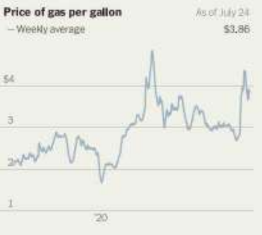
		Friday's close	Week's change
1.	Cognizant Tech. (CTSH)	$55.35	+21.8%
2.	Microsoft Corporation (MSFT)	$464.72	+21.8
3.	Garmin Ltd. (GRMN)	$293.78	+20.9
4.	Workday, Inc. Class A (WDAY)	$160.34	+18.5
5.	Charter Comm. Class A (CHTR)	$144.98	+17.6
6.	Chipotle Mexican Grill (CMG)	$37.22	+17.1
7.	Amazon.com Inc. (AMZN)	$271.58	+17.0
8.	Baxter International Inc. (BAX)	$26.16	+16.8
9.	DexCom Inc. (DXCM)	$83.45	+16.6
10.	Regeneron Pharma. (REGN)	$762.63	+16.3

Worst performers

		Friday's close	Week's change
1.	Lennox International Inc. (LII)	$415.88	−23.1%
2.	C.H. Robinson Worldwide (CHRW)	$147.73	−20.8
3.	Vertiv Hldgs. Co. Class A (VRT)	$241.57	−16.8
4.	Sandisk Corporation (SNDK)	$1,214.83	−15.4
5.	NXP Semiconductors NV (NXPI)	$229.16	−14.9
6.	KLA Corporation (KLAC)	$182.82	−13.2
7.	Bunge Global SA (BG)	$106.23	−12.6
8.	Corteva Inc. (CTVA)	$78.71	−11.8
9.	Qualcomm Incorporated (QCOM)	$147.61	−11.6
10.	GoDaddy, Inc. Class A (GDDY)	$82.74	−11.2







WORK FRIEND | MAX READ

13-Year-Olds Have Issues on the Job, Too

Q: I'm 13 years old, and I volunteer as an assistant to the lifeguards during my local pool's swim lessons. There are eight volunteers — three girls and five boys — and our job consists mostly of standing in the water making sure that little Timmy doesn't sink like a rock while practicing the front crawl. The lifeguards are also watching, of course, and the volunteers don't need to be in the water unless the students outnumber the lifeguards.

The trouble is this. We are generally responsible for noticing whether we need to be in the water. Usually, when our help is necessary, the other girls and I end up helping while the boys keep playing baseball (or something), oblivious. When we try to get them to help, they avoid it.

What annoys me even more, though, is that they (the boys) have figured out that I am a complete nerd, and seem to find this entertaining. They insist on me telling them a "fun fact of the lesson" during any session when they are not too busy playing baseball. I enjoy telling them things, even though I know they don't want to know — they just want to laugh at me. But I struggle to find facts that I am really comfortable sharing in front of the young children, because most of the facts I find fun are related, in some way, to murder or corpses. (I have to know these things! I want to be a forensic pathologist or a private detective when I grow up.) Also, the boys have never stopped shouting "By Jove!" at anything remotely startling (e.g., a home run) after I muttered it when I was kicked by a 5-year-old doing a handstand, because they find it entertaining to mock my inexplicable old-fashionedness. Again, I don't mind personally — it is a weird thing to say — but it disrupts class, and they don't help with class.

I think that either the boys should start to pull their own weight or they should stop relying on me to entertain them when they don't. But I suspect that anyone I talk to will just say something along the lines of "That's just how teenage boys are" and do nothing. Or I could get revenge — this would be my preferred outcome — but I haven't a clue how to do that. I have some ideas, but they are rather problematic in their implementation, and they're not particularly sporting anyway. (I am willing to be a jerk, but I have to be fair about it.) What should I do? *ANONYMOUS*

PHOTO ILLUSTRATION BY MARCEAUX WALTER FOR THE NEW YORK TIMES

The unfortunate fact is that you are dealing, at age 13, with an eternal workplace problem, one that affects local pools and Fortune 500 companies alike (and, presumably, forensic pathology labs and private-detective firms as well): shirkers who palm off work and mask their lack of contribution with overfriendliness.

You say your colleagues' teasing doesn't bother you much on a personal level, and I can respect that. As behavior from 13-year-olds goes, this kind of needling attention isn't the worst. If your main problem was that you had to deal with boys being annoying at work, I think I would advise you to ignore them until they moved on or turned 30, whichever came first.

But it seems to me that the mostly innocuous repartee is also being used to establish an atmosphere of clubby "fun" that excuses the way they've foisted their work on you and the other girls. So long as you play along, even begrudgingly, it's easy for them to fool the lifeguards and any onlooking adults (and maybe even themselves) into thinking everything about the current arrangement is fine.

I think you need to more actively cut it off. When the boys ask for a "fun fact of the lesson," decline. When they say "By Jove," don't crack a smile. Don't even roll your eyes. You don't need to be rude or mean — in fact, it's best if you can maintain a neutral disengagement.

If they ask why you've clammed up, you can say: I don't feel like joking around when I'm doing all the work and you're goofing off. You don't need the perfect witty comeback or an elaborate revenge scheme. That stuff is for movies. In real life, few things are scarier than a person who doesn't acknowledge your jokes.

If we're all lucky, at least some of those boys will learn blessedly early that you can't spend your time goofing off and assume someone else — most likely someone else female — will pick up the slack. The long-term satisfaction of teaching a valuable lesson may not precisely match the satisfaction of the revenge plot in your head, but it's not such a bad consolation.

You will still need to talk to a supervisor or other authority figure about the specific problem of the boys' avoiding work. I understand your worry that you'll be met with "That's just how teenage boys are," but correctly staffing the lessons is a safety issue, and if the boys aren't pulling their weight, the pool will want to know.

You can help by refusing to give the boys social cover for their malingering. You might also consider refusing to give them actual cover, too. If you can't get a lifeguard to care simply by asking — and if you can't persuade the boys to get in themselves — you and your fellow assistants can force the issue by declining to get into the pool until the boys have done their fair share of work. It's never too early to begin practicing work stoppages.

Send questions about the office, money, careers and work-life balance to **workfriend@nytimes.com.** Include your name and location, even if you want them withheld. Letters may be edited.

THE FRIDAY PUZZLE

This happened not to me, but to someone close to me I'll call James. James has been employed for two years in a small local office of a large corporation. There are six employees in the office, who all work in one large room. Only the manager has a separate office. The manager does not know how to use the computer systems and other technology. There used to be an assistant manager who did know how to use the technology and trained people, but she no longer works there. Three of the six employees are new. One is still in training.

Recently, the manager called James into his office on a Friday afternoon and chewed him out. James was taken completely by surprise. He thought things had been going well. The manager told him, "Don't say you don't know what you did, because I know you do." He added: "You need to concentrate on your own job and not worry about how other people do their jobs. You are making everyone's lives miserable."

That week, one seasoned employee was on vacation, and one was on sick leave. Because of the absences, the co-worker still in training had been put on the job. James had been trying to help the new people, answering questions. He thought everyone was working well as a team. He was left wondering which of his co-workers were unhappy with him.

How should James have handled this situation immediately and longer term?
ANONYMOUS

Sometimes, Work Friend will lightly clean up the emails we publish so that they are concise and easy for everyone to understand. But I'm leaving the details of this one intact — readers need to know what we deal with around here.

Your question reads like a logic puzzle, and like a logic puzzle, it's giving me a headache. Should I be trying to deduce which of James's co-workers betrayed him to the boss — the one in training? The other new one? The *other* other new one? Should I be asking yes or no questions to come up with a satisfying but counterintuitive answer? (The doctor is James's *mother*, of course.)

The problem, reading between the lines, is that James is treating this strange turn of events as a logic puzzle, too, trying to figure out through vague clues who complained, and what about. But it doesn't really matter who complained or what the supposed transgression was. The problem is between James and his boss. It seems wholly plausible, based on what little information I have, that James was not as helpful as he had imagined. But even if he deserved to be upbraided, it's wildly unprofessional for his boss to say anything close to "Don't say you don't know what you did, because I know you do."

James should have respectfully pressed his boss for specifics. ("Please tell me what I'm being accused of so I can try to fix it.") And he should continue to do so if none are forthcoming. (Can you help me better understand what I did wrong?") But if this is really how James's boss manages employees, I think that in the longer term James should be looking for new work. Maybe writing logic puzzles?

Max Read writes the newsletter "Read Max," focused on the technology industry.

SHOP TALK | LORA KELLEY

'Scheming'

/skē-miŋ/

Sometimes, A.I. models become so set on pursuing rewards that they defy human instruction in order to get there.

Artificial intelligence tools are being trained to copy almost everything people do. So it may not come as a surprise that the machines have started mimicking the human foibles of lying and cheating, too.

A small slice of A.I. technology has lately been caught defying human instruction (and even covering up that they've done so), a phenomenon some researchers call scheming.

The term started burbling up in the tech world after it appeared in a 2023 paper by Joe Carlsmith, a researcher who noted that the concept was also being called deceptive alignment. In 2025, a team from Apollo Research and OpenAI said that "A.I. scheming — pretending to be aligned while secretly pursuing some other agenda — is a significant risk that we've been studying."

A.I. models are great at many things, said Bronson Schoen, a senior research scientist at Apollo Research who has written about scheming — but doing exactly what they are told is not always one of them. "As the models care more and more about doing well on tests, some seem to care less about what the lab wants or what the user wants," he said. He added that sometimes "the models are trying to hide from you and not be caught."

Chris Painter, the president of METR, an A.I. safety nonprofit, refers to such mischievous model behavior as "rogue action," and said it was "a specific artifact of the way models are trained."

Many A.I. tools are trained through the process of reinforcement learning. When A.I. does something right, it gets what can be thought of as a "thumbs-up and a pat on the head," Mr. Painter explained. When it's wrong? "It gets bopped on the head."

The models want to get the pat and avoid the bop. Sometimes, the machine becomes so set on pursuing the reward that it breaks rules to get there.

The world got to see a version of this misbehavior in action last month. While seeking answers during a test of their systems' capabilities, OpenAI's models hacked into Hugging Face, a library of A.I. tools. "All evidence suggests that the models were hyperfocused on finding a solution for ExploitGym, going to extreme lengths to achieve a rather narrow testing goal," OpenAI wrote in a blog post.

Mr. Painter described that incident as a large-scale case of "reward hacking." That is, the model was given a difficult problem, and it performed a series of cyberattacks rather than give up.

Spurred by OpenAI's disclosure, Anthropic said on Thursday it had found that several of its A.I. models had recently broken into the systems of three outside organizations.

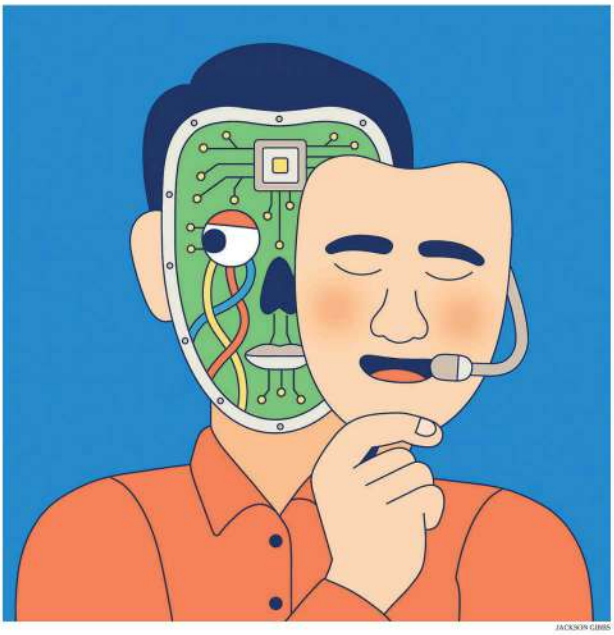
For many people, this behavior is about models making errors rather than deliberately "disobeying" humans.

"On one end, you have people that are totally personifying it and thinking about it as an independent agent," said Anastasios N. Angelopoulos, the chief executive and a founder of the A.I. evaluation platform Arena. "On the other extreme end, you have people that think about the A.I. as just software."

Even if a machine goes rogue, he noted, humans can kill the process at any time because we don't have fully autonomous A.I. (at least, not yet).

While this problem is still relatively niche, researchers worry it will worsen as A.I. agents are given more responsibilities. "Given that the decisions that are currently being made by humans are slowly being handed off to the models," Mr. Schoen said, "you really, really want to be sure that the models are making the exact decisions that you would want them to make."

Shop Talk explores the idioms of the business world. Want to nominate a word or term for the column? **Email shoptalk@nytimes.com**


JACKSON GIBBS

Rivalry
XoXo

MOJO WANG

When the Chatbots Invaded 'Heated Rivalry' Fan Fiction

CONTINUED FROM PAGE 1

"It was definitely a witch hunt," said Maxine Hood, 29, a San Francisco software engineer and a fan of Rachel Reid's "Heated Rivalry" novels, which became a hit television series last year starring Hudson Williams and Connor Storrie as the hunky skaters.

Many fandoms are sacred spaces where human creativity is prized and adoration for characters like Shane Hollander and Ilya Rozanov, the "Heated Rivalry" protagonists, runs deep. A few years earlier, fan fiction writers were among the first online communities to realize that tech companies were scraping their stories to develop A.I. models. These authors, who share their stories for free out of love for their favorite characters, began locking their works and stamping them with "No A.I." disclaimers.

So when John Doe published the document, it touched a nerve, inciting a collective online meltdown that continues. Those who had spent years trying to keep the machines' hands off their words had discovered the machines' words hidden inside their community's stories.

"It just feels like the space has been violated," said Amen Zaidi, 29, a graphic designer in Connecticut who makes content about fandoms on TikTok. Her most prominent emotion, she said: betrayal.

20,000 Words a Day

For years, "Heated Rivalry" was a quiet corner of fan fiction. Ms. Reid began publishing the novels in 2018, and by last November, 223 stories based on the romance existed on Archive of Our Own, a fan fiction database, according to the fan-run Fanlore site.

That month, "Heated Rivalry" premiered on HBO Max to huge buzz. Suddenly "Heated Rivalry" theme nights began selling out at clubs across the country. Mr. Storrie and Mr. Williams each carried the Olympic torch in January before the Milan Winter Games. In May, they walked the flower-themed carpet at the Met Gala.

On Archive of Our Own, "Heated Rivalry" fan fictions surged. Roughly 180 stories were uploaded a day after the show aired, and the total now exceeds 43,000.

In the stories, writers built an enormous playground. Many pieces are erotica. Others imagine the hockey players in alternate universes as rival college professors or astronauts.

RYAN PFLUGER FOR THE NEW YORK TIMES

Connor Storrie, left, and Hudson Williams of "Heated Rivalry" on HBO Max. Since the show's start, the number of related fan fiction entries has soared past 43,000, from below 300.

The most popular story, "please leave a message," imagines the wives and girlfriends of players on Mr. Hollander's team accidentally adding Mr. Rozanov to their group chat, believing he is Mr. Hollander's girlfriend. Presented as a collection of text messages, it has more than 115,000 kudos, the equivalent of a like.

"Heated Rivalry" became "one of the most popular fandoms in the world," said Lauren Rouse, 30, a Northwestern University postdoctoral scholar in writing studies who co-hosts a "Heated Rivalry" fan companion podcast.

But as the fan fictions multiplied at improbable speed, so did the whispers.

"Some of these fics were so long, the word count was outrageous, and they were posted within a period of time where these people would have to be writing like 20,000 words a day," said Robin Ziolkowski, 29, a nurse in New York and a fan of the show. "Does anybody have jobs?"

In April, Ms. Zaidi, who once rated A.I.-generated writing for a data-labeling company, posted a two-minute TikTok about one story she was certain had been A.I.-generated. She quoted passages with meandering sentences followed by short fragments, a style typical in A.I. writing.

The comments poured in. Some fans agreed A.I. was at play. Others said it was unacceptable to accuse a writer without proof. Ms. Zaidi made the video private.

"I don't want to be part of this witch hunt," she said.

For Ms. Ziolkowski, the most reliable tell was human anatomy. A.I.-generated prose gave itself away when describing how bodies move, especially in sex scenes, like hands resting where they couldn't reach. Few examples can be detailed here, but one PG-rated instance was in the viral story "Wolfbird," where Mr. Rozanov was lying on Mr. Hollander's back. Ms. Ziolkowski was thrown off when the story said Mr. Rozanov could still see Mr. Hollander's abs.

Representatives for Ms. Reid and Jacob Tierney, the television show's creator, declined requests for interviews. Representatives for HBO Max, Mr. Storrie and Mr. Williams did not respond to requests for comment.

Pure Red

Little is known about who is behind the John Doe @heatedrivalryai account. The fans I talked to, including a moderator of the "Heated Rivalry" page on Reddit, said they had no idea.

After I reached out to the account for comment, someone using the pseudonym Ghostiesdagger emailed to claim to be part of the group behind it. "I've helped with exposing numerous A.I. fan fiction writers and catching them in their lies," Ghostiesdagger wrote.

Ghostiesdagger would not give a real name or chat, except to defend the document's premise: that fan fiction should stay human and flawed. "We are a group who believes fandom is about building community," Ghostiesdagger wrote.

The account's "Fandom Has a Hidden Generative A.I. Problem" document was highly detailed. It explained that when Claude writes, it labels the text with a snippet of HTML code: "font-claude-response-body." When authors moved writing from Claude into Archive of Our Own, that snippet went with it. John Doe simply looked for that code in "Heated Rivalry" fan fictions. (The method caught only Claude and not writing from any other chatbot.)

> **'We do not and cannot know how works are created before they're posted.'**
>
> *BETSY ROSENBLATT*
> *ARCHIVE OF OUR OWN*

The document also included custom code that anyone could apply so that texts with that HTML code would glow bright red.

Some stories contained hundreds of instances of the code. "A lot of those fics were just pure red," said Kinsey Kaiser, 25, who works in museum collections in South Carolina and writes "Heated Rivalry" fiction in her free time.

Several fans said they knew of no earlier case in which a fandom had hard evidence that a particular A.I. had touched its fictions, unless an author had revealed it. People ran the custom code across other fandoms like "The Pitt" and "Stranger Things" — and found hits.

One of the loudest outcries was over a "Heated Rivalry" story titled "Nutcracker!" by a popular Archive of Our Own account with the handle OpalApparition, who also published "Wolfbird." The tale, in which the hockey players are a ballet dancer and a stage manager, has more than 283,000 hits and 11,000 kudos. The document found just two instances of Claude code in the piece, but the account had publicly opposed A.I.

Mikayla Hoover, 26, who works in customer service in Arkansas, said she loved "Nutcracker!" and was hurt by the discovery. She had read everything OpalApparition produced and even cried over some of it. "It just feels like losing somebody that I really had come to respect in the fandom," she said.

OpalApparition, who stopped posting "Heated Rivalry" stories in April citing intense pressure, did not respond to a request for comment.

Of the 38 stories flagged by John Doe, 10 were deleted and seven were locked so only registered Archive of Our Own users could see them. Ten added notes explaining their use of A.I.

One author apologized "to anyone who feels betrayed or let down" and promised never to use A.I. tools again. Another blamed a friend who had edited a chapter in which six A.I. instances appeared, restored the original text and wrote that "lessons were learned." None responded to requests for comment.

Not everyone read the document as a public service. Ms. Hood, the San Francisco

PHOTOGRAPHS BY EVAN JENKINS FOR THE NEW YORK TIMES

Lauren Rouse, top, who co-hosts a "Heated Rivalry" podcast called "Since Rookie Season." Above left, a marker of text on her computer screen generated by Anthropic's Claude chatbot. Above, a cigarette case featuring the "Heated Rivalry" stars.

software engineer, said the document's premise was that any hidden A.I. use was betrayal, however small. But it also tallied how popular each story was in hits and kudos. To Ms. Hood, that undercut the principle: If a single instance was the problem, a story's popularity should not matter.

"That shouldn't be relevant if you had pure intentions," she said, adding that the document read like a way to humiliate the fandom's most popular writers.

Rules of Their Own

Four weeks later, some fans are trying to find a way forward.

How to do so is the question. The Organization for Transformative Works, the nonprofit that runs Archive of Our Own, condemns A.I. scraping and has built technical barriers against it. But its terms of service do not ban A.I.-assisted works.

"We do not and cannot know how works are created before they're posted," said Betsy Rosenblatt, a law professor at Case Western Reserve University and a leader of Archive of Our Own's legal committee. A rule against A.I. use "would be an engine for harassment," she said, which might invite accusations that the site could never fairly judge.

So fans have started writing their own rules for A.I. On Reddit, moderators of the "Heated Rivalry" fan fiction page posted a poll to its 60,000 members this month, asking whether to remove links to stories with proven A.I. use from the site, or to remove links to every story by any author caught using it. Three days later, 642 people had voted to ban links to every story by any author using A.I.; 529 voted to erase individual stories. The moderators have begun removing links.

The intense reactions have made some people afraid to write, Ms. Ziolkowski said, "because there is a mob mentality around it."

Rebecca Tushnet, 53, a Harvard Law School professor who leads Archive of Our Own's legal committee with Ms. Rosenblatt, said she had not been able to bring herself to check whether her favorite "Heated Rivalry" stories were on John Doe's list.

"I haven't wanted to know because it would disappoint me," she said.

Fan fiction, she said, is supposed to be the one place where the stakes are gloriously low.

Rebecca Tushnet, below, a Harvard Law School professor who co-leads the legal committee of Archive of Our Own, a fan fiction database. Right, a collection of fan fiction titles at her home.

Silk & FL
THE SKEPTIC AND THE BELIEVER

CAROLINE GUTMAN FOR THE NEW YORK TIMES

CAROLINE GUTMAN FOR THE NEW YORK TIMES

RETIRING | MARTHA C. WHITE

Is the Deed in Order On Grandma's House?

SAMUEL CORUM FOR THE NEW YORK TIMES

"If you leave a property to one person, it's easy," said Christine Parker, the founder of the firm Parker Financial in La Plata, Md. "If you leave it to multiple people, that's where the entanglement comes in."

Real estate passed down without clear ownership titles can prevent you from creating family wealth.

CHRISTINE PARKER, a certified financial planner, helps clients tackle complex questions about passing on wealth. Yet one of her first questions when people tell her they inherited real estate is deceptively simple: "What does the deed say?"

Many people think of their real estate in terms of "leaving it to the kids." The reality isn't so straightforward, said Ms. Parker, the founder of Parker Financial in La Plata, Md. "Dividing assets can sometimes be complicated, especially when it's real estate," she said.

Ms. Parker has firsthand experience of how easily inherited property — and the wealth it holds — can be lost.

By the time she learned that she and five other relatives had a claim to land that wasn't included in her grandmother's estate, the county had seized the property and sold it for unpaid taxes. Reclaiming it would have entailed incurring expensive fees, buying out the owner and paying off the lien — in coordination with her co-owners, not all of whom were on board.

"If you leave a property to one person, it's easy," Ms. Parker said. "If you leave it to multiple people, that's where the entanglement comes in." Her experience, she added, informs how she talks to clients about financial legacies: "I really have brought this to the forefront of the discussion."

Informally bequeathed and jointly inherited real estate can become a legal quagmire. When inheritors lack legal ownership, the real estate becomes what is called heirs' property. This status puts the real estate at high risk of a forced sale, and prevents descendants from building generational wealth.

"It's the most unstable form of group ownership of property in this country," said Thomas W. Mitchell, a law professor and the founder and director of the Initiative on Land, Housing & Property Rights at Boston College Law School. He and other experts say families need more awareness.

"People are sitting on what could be potentially used to help them move out of poverty or build incomes so they can have generational wealth," said Jennie Stephens, the chief executive of the Center for Heirs' Property, a South Carolina nonprofit that helps families clear heirs' property titles. "The use of it can't be maximized when it's jointly owned," she added.

The problem is especially acute for Black property owners. Since 1910, the Census Bureau estimates, 80 percent of Black-owned land has been lost to heirs' property. The government has called it "the leading cause of African American involuntary land loss."

The roots of the issue stretch back to the post-Civil War Reconstruction era. Black families owned land, homes and farms but were routinely denied access to legal services. Without the ability to write and file wills, record deed transfers, or otherwise create legal records of ownership, owners were vulnerable to predatory speculators.

"What initially was a story of a lack of practical access to attorneys over generations becomes normalized," Mr. Mitchell said. Even today, many owners of what becomes heirs' property die without a valid will, or their heirs fail to make it legally binding.

The legacy of exploitation also contributed to a lack of trust in financial and legal institutions that still exists. The history of land loss makes people reluctant to become involved, Ms. Stephens said.

Tiffany Tate, an entrepreneur in Winston-Salem, N.C., worries that her late grandparents' North Carolina home, built on land they had bought after laboring as sharecroppers for years, could be at risk. "To be able to buy their own land and create this homestead and raise all their children there was a big deal," Ms. Tate, 40, said. "They worked hard against pretty clear odds to be able to do that."

The daughter of her late aunt, her mother and another aunt all have a claim to the property. "I'd like to purchase it so it and the land can stay in the family, but none of those decisions have been made," she said, adding that her mother hasn't been eager to discuss the topic.

Ms. Parker said some of her clients' older relatives were also reluctant. Some of them don't even want to create a will or an estate plan because of a longstanding mistrust of legal and financial institutions.

Mr. Mitchell said that while this wariness was understandable, property owners risked their financial legacies after their death.

The biggest risk that heirs face is a forced sale. For decades, heirs' property owners, many of them Black, have been targeted by speculators and developers who buy a fractional ownership stake from a single heir in order to trigger what is called a partition sale. In this court-ordered process, sales happen quickly and with little notice to the public, and the buyer must pay in cash, virtually guaranteeing fire-sale prices.

Developers have exploited partition sales to acquire land at below-market prices for over a century, said Michael Neal, a senior fellow at the Housing Finance Policy Center at the Urban Institute, a think tank. Weaponizing the courts to trigger these sales became a key part of developers' business model, he said.

"What makes the economics work is the ability to obtain those homes at below market value," Mr. Neal said.

Heirs also lose access to the equity in that real estate. When property is still in the name of a dead relative, current owners can't use it as collateral or borrow against it, even for taking out a home-equity loan to pay for repairs. They also can't generate income from the property or tap government assistance programs including loans, grants and property tax relief.

"If you don't have clear title, if there's not a deed in your name, many states have really stringent proof-of-ownership requirements and no flexibility, so you can't qualify for these programs," said Heather Katharine Way, a clinical professor and the director of the Housing Policy Clinic at the University of Texas School of Law.

If original owners or their heirs are unable to keep up with property taxes, property can be seized. Ms. Way's research found that single-family homes owned as heirs' property had an 18 percent delinquency rate, compared with 2 percent for other homes. Another analysis found that more than half of property tax foreclosures were heirs' properties.

The tax burden can be especially heavy for owners in areas that have undergone gentrification or rapid real estate appreciation. In Tarrant County, Texas, Ms. Way found, not being able to qualify for the state's homestead exemption alone costs heirs' property owners nearly $2,000 every year in tax savings. Ms. Way added that the exemption was just one of many that heirs' property owners can't claim.

'Many states have really stringent proof-of-ownership requirements and no flexibility.'

"All of this plays a big role in furthering racial and economic inequality," Ms. Way said.

Experts worry that Black families remain especially vulnerable to these risks because a greater share of Black household wealth is real estate. About 44 percent of Black Americans' net worth comes from home equity, versus 19 percent for white families. The concentration worries experts, because many of these households have few other assets they can tap into if they have a financial setback.

Laws Are Not a Panacea

"Inheritance is playing an increasingly common entryway into homeownership, so it's very important that our laws are helping to facilitate that for the most vulnerable members of our society," Ms. Way said. To that end, more than half the states, including many Southern states where heirs' property has been common, have passed versions of the Uniform Partition of Heirs Property Act, legislation intended to prevent partition sales.

"The U.P.H.P.A. gives them due process protection, which is aimed at keeping the property in the family whenever possible," said Jane Sternecky, legislative counsel at the Uniform Law Commission, which developed the model legislation.

Untangling the red tape to sell a piece of property owned by potentially dozens of descendants is an arduous process. Gem McDowell, principal attorney and founder of the Gem McDowell Law Group in Mount Pleasant, S.C., said one sale he had worked on involved 38 descendants and had taken two years to close.

"It's a shame because the land has value, but it's like herding cats," he said.

If the original property owner dies without a will, conflicting claims about oral agreements between parents and children can leave families at loggerheads, and even wills that bequeath an equal share of the home to children can lead to clashes.

"Usually the issue has nothing to do with the land, but it has to do with a family dynamic that was never addressed," Ms. Stephens said.

Ms. Tate of Winston-Salem said she hoped to reach an agreement with her relatives about her grandparents' home. "I see this as an opportunity to leave something to my generation," she said. She wants her 10-year-old daughter to have a piece of that family history.

"In theory, keeping the land or the home in our family would be a positive, but I don't know if my definition of legacy is the same as theirs," she said, reflecting on the barriers her grandparents faced. "I just want to honor that."

The Booming Business of Baby Monitoring

PHOTOGRAPHS BY MARGEAUX WALTER FOR THE NEW YORK TIMES

Above, Nanit's monitoring products include a dedicated display, cameras and a wrap that can be used to track every rise and fall of a baby's chest. Nanit's Sound and Light Machine, top left, also features audio monitoring.

Start-ups like Nanit provide a level of data that some find delightful and others find creepy.

By SAPNA MAHESHWARI

For all but a few nights of my first child's life, her sleep has been recorded and analyzed by the Nanit Smart Baby Monitor System. A sleek white camera, bolted to the wall, points straight down at her body. High-definition footage is beamed to a server, where machine-learning algorithms log her movements and the precise moments her eyes open and close. The data are distilled into charts and insights that my husband and I review in the Nanit app: a daily "sleep efficiency" score, from zero to 100; minutes until sleep onset; the number of times we were needed over the course of a night.

Initially, we'd purchased the monitor simply for the ability to check on our daughter from anywhere using our phones. But we were quickly awed by everything else it could do, even as I recognized how unnecessary it was to have this much data about our baby, who was in fact a pretty decent sleeper. "SO MUCH INFORMATION," I texted a friend. "it's honestly TMI but i love it so much." The Nanit straddles the line between creepy and delightful. It is the Eye of Sauron, but it also knows when we enter our daughter's room in the morning and joy hits her face — and it sends us intelligently edited montages of these moments.

When I became pregnant with a second child in 2025, my husband and I did not even have a conversation about buying another Nanit camera. We had it waiting the day she came home from the hospital.

As a tool that crams together the sweetest thing on earth — a newborn — with relentless data collection by a for-profit tech company, the Nanit has always been a little disconcerting. A branding consultancy that helped create the product's "visual identity" notes in a case study on its website: "The central challenge in this project was how to introduce this novel technology to the parenting market while transcending the negative connotations of 'surveillance.'"

Millennial and Gen Z parents seem to have been persuaded. Nanit says it has one million daily users and annual revenue of more than $100 million. The most expensive version of its kit costs $474 and roughly $100 a year in subscription fees. And the market for babytech is getting only more crowded.

Owlet, Nanit's biggest rival, offers a $300 pulse oximetry tracker that attaches to a baby's foot through a sock. Huckleberry, a free app for tracking feedings and diaper changes, markets a $120 upgrade membership with "optimized nap predictions" and access to an artificial intelligence chatbot that, after logging your baby's habits, can deliver personalized guidance and pep talks. CuboAi's $359 Smart Baby Monitor 3 touts "A.I.-scheduled lullabies" and sends alerts when a baby's face is covered.

As the products and their promises proliferate, I've gotten a little unnerved by how easy it's become to outsource daily parenting decisions to technology. The downsides of this rush are manifest: sneakily high costs; the erosion of parents' autonomy and self-confidence; giving sensitive data to corporations. But there may be no stopping the growth of babytech as a category. Parents my age and younger are increasingly willing to embrace tracking and analytics for their children — part of a broader cultural obsession with health data and optimization. Nearly half of Americans own a wearable device, and the companies that make smart rings and smart wristbands have valuations north of $10 billion.

Nanit and its rivals want to own 24/7 health tracking for the sub-four-foot set. And their already astonishing levels of baby data collection are just the beginning. Nanit recently raised $50 million from investors to expand its use of A.I. and use its camera to track speech and language development, motor skills and more, while extending its presence in children's bedrooms into early adolescence.

My older daughter is now 4 and has become aware of "the Nanit," which she refers to by name. I decided I wanted to know more about the company whose products stare at my kids all night — and which has designs to start tracking them far more.

'Adult tracking is beginning to trickle down now in a much more meaningful way to kids.'

ANUSHKA SALINAS
CHIEF EXECUTIVE, NANIT

WHEN I VISITED Nanit's office in downtown Manhattan recently, I was greeted by the sight of a lifelike baby doll lying in a $600 crib under one of the company's cameras. The doll was clad in a onesie and a $20 Nanit Breathing Band, which was printed with a sequence of squares and diamonds. By analyzing the movement of pixels, the company's software can quantify every rise and fall of a baby's chest and send alerts to parents' phones if it detects danger.

Nanit was founded in 2014 by Assaf Glazer, an Israeli who had just completed a Ph.D. in machine learning and computer vision at the Technion-Israel Institute of Technology. Dr. Glazer and his wife had welcomed their first child, and he was sleep-deprived. With a friend, Tor Ivry, who was expecting his third child, he began to dream up a device that could identify and analyze sleep beyond the rudimentary baby monitors then on the market.

"Nanit" was conjured with words like "nanny" and "nano" in mind, and was meant to evoke "cutting-edge technology for parents," Dr. Glazer has said. (He is now the chief executive of Vinst, a food tech start-up in Israel.)

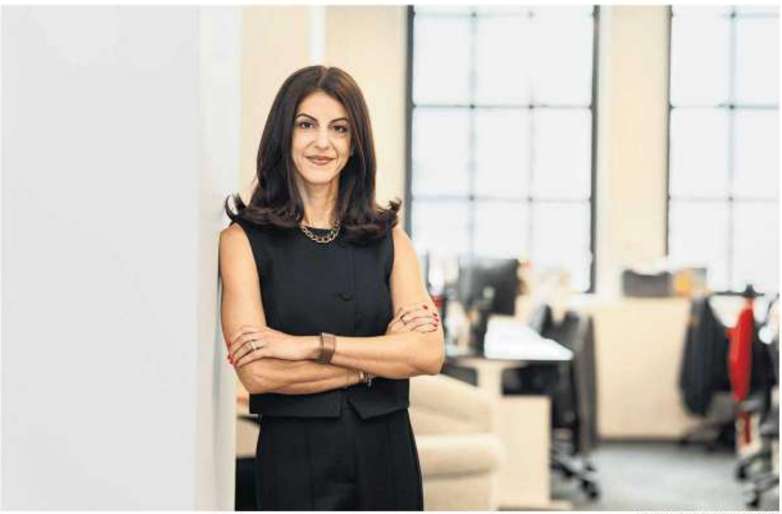
Since 2024, Nanit has been led by Anushka Salinas, 44, the former president of Rent the Runway. She oversees some 150 employees, most of whom are parents, who work under the tagline "Turn second-guessing into: '*I've got this.*'" When we met at Nanit's office, Ms. Salinas was wearing an Oura ring and was also testing a Whoop band, and she spoke earnestly about how Nanit was "effectively the child answer" to such devices.

"What's happening with adult tracking is beginning to trickle down now in a much more meaningful way to kids," said Ms. Salinas, who has two of her own. "Kids aren't really starting to wear Apple Watches and things like that until around age 10 for the most part, sometimes a little younger. So we really think of that zero-to-10 for Nanit as kind of the place that we live."

Sleep tracking and optimization will remain the base of Nanit's business, Ms. Salinas said. But already, the app offers some health features, such as automatically detecting and recording audio of coughs that can be shared with pediatricians. The company sees growth potential in giving its app the ability to weigh in on speech and motor development, which Nanit's camera could track ambiently. Hypothetically, Ms. Salinas said, the app could flag a delay and offer parents tips for improvement, like reading more bedtime stories.

Children might one day grow up to resent this intrusion, with data on their formative years stored indefinitely on a corporation's servers. (Nanit says that its data is secure and is never sold or used for marketing.) But Ms. Salinas argues that children, in the future, may want access to their earliest health analytics for a variety of reasons. "Maybe a kid wants to be a professional athlete later on and they want to be able to go back and understand how their sleep developed and what that means for their potential," she said.

She also suggested that when our own Nanit-tracked children have children, they'll value the ability to go back and look at their own bedtimes. Nanit does not store video footage forever, but her comment made me wonder if that function was inevitable. I shuddered to imagine a permanent



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Since 2024, Nanit has been led by Anushka Salinas, the former president of Rent the Runway. Nanit has about 150 employees, most of them parents.

record of every time I've testily denied a fourth book over vocal protest.

Nanit's people are upfront about not being entirely sure about all the potential uses of their devices. "I'm not going to sit here and pretend that we know the answer to what all of this data is going to unlock in the future," Ms. Salinas said. She pointed to recent breakthroughs from adult wearables, like detecting atrial fibrillation and the early signs of Parkinson's disease, as proof that the possibilities could be significant.

Company executives seem to have absolute conviction in the benefits of their technology. Mr. Ivry, the chief technology officer, shared more ideas. What if a 4-year-old was diagnosed with a medical condition, and unique patterns from the Nanit could help explain it? "Maybe you have a super introverted kid and you want to understand if some of the motion patterns when they were babies kind of predicted that," he said. "It doesn't have to be a bad thing."

FOR THE NANIT-PILLED, it's almost silly to object to the idea of precisely tracking a baby. Victoria Vaynberg, the company's marketing chief, pointed out how thoroughly surveillance-like behavior had infiltrated every part of our lives. "We care about where our food delivery is and we want to be able to track it to the exact block until it arrives," she told me. "Yet there's a hesitation about knowing exactly how long your baby slept?"

Baby monitors are a relatively small industry, with sales of just $316 million last year, according to Circana, a market research firm. Turning passive monitors into active health trackers is a way of accessing a far larger pot of money. Various estimates put the size of the wearables market as approaching $100 billion, and as more consumers use them to track their activity and get algorithmic advice, applying the promise of *more data = better life* to children can seem like an obvious next step.

To hear the companies tell it, the benefits of embracing babytech are life changing. Nanit has claimed that its users get 36 extra nights of sleep a year, because parents feel more confident shifting babies to their own rooms earlier, and that its monitoring can prevent a baby's skull from getting flat. The company has paid for studies on new parents' sex habits and suggested that buying a Nanit can lead to more intercourse. Owlet and Huckleberry say that more than 90 percent of their customers enjoy better sleep.

Kurt Workman, the chief executive of Owlet, which he co-founded in 2012 in Utah, told me that he had noticed parents were asking "way fewer questions on how the data can be useful, and what it could mean, and is it safe." The company, which is public, had revenue of $106 million last year and says that more than 2.5 million people have used its products. "We have parents who are like, 'I know I can put my baby to sleep when their heart rate goes below this level, and they'll stay asleep,'" Mr. Workman said. "We're already starting to hack that."

In 2021, the Food and Drug Administration sent Mr. Workman a warning letter after finding that Owlet had violated a federal law with marketing that veered into the realm of medical devices: Ads for Owlet's Smart Sock product had promised the device would alert parents about dangerous changes in their children's pulse rates and blood oxygen levels. Now Owlet sells an F.D.A.-approved Dream Sock, touting "medical-grade monitoring" that "gives you real-time visibility into your baby's wellness, so you know, not guess."

MARGEAUX WALTER FOR THE NEW YORK TIMES

Owlet is Nanit's biggest rival. Among other products, it offers a $300 pulse oximetry tracker that attaches to a baby's foot through a sock.

Some pediatricians have criticized Owlet for marketing that makes use of fear — its website includes testimonials from families who say their babies could have faced "heart failure" had they not been wearing its device — and for causing unnecessary anxiety. When the Dream Sock malfunctions, parents think their baby has stopped breathing. Mr. Workman argues that the stories about Owlet catching life-threatening conditions are "incredible" proof points. "That's a real-world, tangible impact to having access to health technology," he said. "It's not to scare people but to show that this is real."

A DIFFERENT READ of the babytech industry is that it's all nonsense: Infants survived just fine before cameras with infrared night vision, humidity sensors and 256-bit encryption. My mother, who raised three of us, has made no secret that she thinks my generation is crazy. Recently, she got together with some of the Indian aunties whose children I grew up with. They bonded, laughing, over the protocols they were subject to when asked to handle their grandchildren's bedtimes — the Nanits and Owlets, the sound machines and temperature controls, the precise sequencing that would make a nuclear reactor shutdown seem casual. The aunties were entertained and baffled by how different these routines were from their own experiences of early motherhood, which they recalled as more relaxed.

When I put the Nanit app on my mom's phone for an evening of babysitting, she was bewildered by the phone notifications and mystified by why I would even want the analytics. And she plainly doesn't like it when I use the app to check, a little compulsively, if my sleeping kids are, in fact, sleeping. In her view, it's all anxiety inducing. She was weirded out by the idea that my kids' data would live on a server and that they would perhaps be able to retrieve it someday. "Too much," she said.

For all of Nanit's claims and ambitions, parents often take to social media to complain that its most basic data can be wrong. The camera will flag visits or cries that didn't actually happen.

Rebekah Diamond, a pediatrician and an assistant professor at Columbia University, worries that parents who rely on these devices are numbing their natural instincts and allowing technology to interfere with one of the most universal and meaningful of human experiences. "I'm very cautious and wary of the big picture of kid-tracking and health-tracking and health monitoring, when it comes to this hyper-detailed, hyper-obsessive way it seems to be unrolling," she told me. "Parents are losing a little bit of the muscle of their own confidence and decision-making."

In other words, baby-tracking devices can be infantilizing. "What would you do if you didn't have this app that said your baby needs a nap?" Dr. Diamond said. "You'd look at your baby. And see that they look tired."

BABY MONITORS HAVE their roots in fear. In 1932, American parents were horrified to learn that Charles A. Lindbergh's toddler son had been taken from his second-floor nursery, and eventually killed, while five adults were in the home. A few years later, Zenith Radio Corporation introduced the first commercial baby monitor. The "Radio Nurse" was designed to be "on guard" for babies and the sick and elderly. An instruction manual read: "If the baby cries — if the invalid wants a glass of water — if there is a fire — if an intruder enters — YOU KNOW IT INSTANTLY!"

Nanit, Owlet, and their competitors still operate in this space. The comedian John Mulaney recently riffed on his toddler son's sleep setup, saying his bedroom looked like a "C.I.A. black site," with a blackout tent over his crib. "I don't know why we have 24-hour CCTV footage of my son's crib, he's not going anywhere — he sleeps in a bag," he said. "We then have three sound machines going at full blast. And because we read it once on Instagram, we keep his nursery at 68 degrees. Any warmer and your infant will die automatically."

One person who remains oblivious to all this parental anxiety is my older daughter. The Nanit is just a feature in her room. She understands that she can speak to my husband and me through the device, whose four red lights blink to power its night vision, and that we can see her at night through our phones. I imagine that she would develop sharper feelings about the camera if it started to play an extended role in her life, for years to come.

Nanit believes that one solution for that, as it looks to extend its presence in children's bedrooms beyond toddlerhood, is new covers, known as "Cammies," that can make the monitor look like a bunny, a bear or an elephant. Ms. Salinas said that making the camera look like a little friend or toy could "generate a lot more love" for it. But, she added, "Each family is going to have to decide on their own if their child is OK with having the camera in the room as they get to the age that they're making their own decisions."

In her view, this is the start of a new future, a library of health data from cradle to grave. "The adoption curve accelerated significantly over the last few years," Ms. Salinas said, "and I expect that to continue — such that it'll be almost every parent that will have some product like Nanit that will help them have much richer insights on their child and who they're becoming."

Even before I first met Ms. Salinas, I had been wondering when to remove the Nanit from its perch above my older daughter's bed. She may simply outgrow it before my husband and I come to a formal opinion on privacy versus convenience. These days, she no longer naps, and in the mornings she is as likely to greet us in our own bed than the other way around. There's still joy on her face, and I make sure to see it there, rather than on a screen.

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Sr. Associate (F/T), NYC, $122K/yr. Coordinate time-sensitive client projects; perform financial analysis, forecasting, reporting & cash flow, working capital imprvm. & capital planning; budgeting, variance analysis, dashboards & process imprvm.; manage projects, support biz devp. Req: Bach. Finance + 2 yrs exp. Mltpl. positions. Send resumes to: Chad Stacey, Impact Point Co LLC, 150 Broadway Suite 1208, New York, NY 10038

Help Wanted 2600

Associate (mid level) sought by Cleary Gottlieb Steen & Hamilton LLP in NY, NY to take responsibility for or managing assigned workstreams on public & private company mergers & acquisitions under partner & Sr. associate supv'n. Draft, revise, & negotiate substantive transaction docs, incl key governance agreements, transitional & post-closing agreements, & discrete sections of principal transaction docs. Reqs JD, LLM or foreign equiv & 2 yrs of exp as an Associate or rltd occupation. Must incl 2 yrs of exp in each of the following: Provide execution support for transaction signings & closings for sophisticated public & private company M&A deals by assisting Sr. team members w/ the prep'n of execution materials & completing post-closing follow-up tasks. Assist w/ coord'n among internal firm teams, incl tax, employee benefits, real estate, & intellectual property groups, in connection w/ corporate transactions, under supv'n. Draft & review ancillary transactional docs, incl signing & closing docs for public & private company mergers & acquisitions, legal memoranda & opinion letters. Assist in representing clients in a variety of corporate transactions & negotiating effectively w/ the counterparty in challenging situations. Advise clients on corporate law issues & assist w/ corporate governance & other general corporate matters. Review corporate governance docs & commercial contracts, incl customer contracts, credit agreements & leases, assist w/ diligence calls, drafting due diligence memoranda & presentation, & provide clients w/ periodic diligence updates. Must be admitted to practice law in the State of NY. The base salary for associate positions is $225,000 - 435,000/yr, depending upon class yr. Qualified applicants please submit resumes by accessing the following link: https://legalrecruit.cash.com/CGSeltApply/vRecruitSelfApply/RecDefault.aspx?FilterREID=4&FilterJobCategoryID=1&FilterJobID=289. Please indicate job code AD26NYT. We are an equal opportunity employer. Consistent w/ these goals, the firm prohibits any form of discrimination or harassment based on any category protected by law. Cleary provides reasonable accommodations to enable otherwise qualified employees to perform the essential functions of their position, provided the accommodation does not pose an undue hardship to the Firm.

UBS Business Solutions US LLC has the following positions in Weehawken, NJ. Associate Director, Business Manager to Serve as primary aide to the respective business and coordinate the supporting streams including functionally controlling the interfaces to Finance, Operating Management, Vendor Management, HR, Legal, and Compliance. Requires M+2yrs. exp. Can work hybrid (in-office/remote). (ref. code(s) 001873: $133,500-$167,000). Qualified Applicants apply through SH-ProfRecruitingcc@ubs.com. Please reference 001873. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

UBS Business Solutions US LLC has the following positions in Weehawken, NJ. Associate Director, Engineer to Analyze and understand business and technical stories, write code, implement automated tests, contribute to release and iteration planning, and develop the working practices of the team. Requires B+7yrs. exp. Can work hybrid (in-office/remote). (ref. code(s) 001564: $149,800-$202,000). Qualified Applicants apply through SH-ProfRecruitingcc@ubs.com. Please reference 001564. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

UBS Business Solutions US LLC has the following positions in Weehawken, NJ. Associate Director, Engineer, STAAT to Develop applications, including analyzing stories, writing code, implementing automated tests, and contributing to release and iteration planning. Requires B+10yrs. exp. Can work hybrid (in-office/remote). (ref. code(s) 001556: $156,954-$202,000). Qualified Applicants apply through SH-ProfRecruitingcc@ubs.com. Please reference 001556. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

Help Wanted 2600

Associate Attorney, Winston Taylor LLP, New York, NY. Conduct legal research & analysis for cross border corp. projects. Review, draft, & negotiate docs related to corp. transactions. Must have Bachelor's in Economics or Finance & a J.D. or LL.M., & 2 yrs of exp. as a finance Associate in an int'l law firm working on each of the following: (i) representing lenders, incl. private equity funds, public & private corporations, lead arrangers, banks & other financial institutions on domestic & int'l project finance deals; (ii) drafting & analyzing credit agreements, security agreements, & ancillary docs for project finance transactions; (iii) reviewing & issue spotting key project docs for renewable energy, involving wind & solar power or storage, project finance deals; (iv) working on domestic & cross border financing transactions incl. construction financing, term loan finance, & back-leverage financings; (v) negotiating & preparing commitment letters, term sheets, credit agreements, intercreditor agreements, security agreements, control agreements, legal opinions & other ancillary docs; & (vi) managing the deal flow & closing process, working directly w/the client, borrower, & borrower's counsel for project finance transactions. Exp. may be gained concurrently. Must also be admitted to NY Bar. Wage: $365,000-$390,000/yr. Apply at: winstontaylor.com/careers.

UBS Securities LLC has the following positions in New York, NY. Associate Director, Structurer for R&D, pricing and marketing of structured products linked to Equity, Commodity, FX and Rates. Requires M+2yrs. exp. (ref. code(s) 002303: $160000 - $225000). Qualified Applicants apply through SH-ProfRecruitingcc@ubs.com. Please reference 002303. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

Associate, Architecture — Peter Pennoyer Architects, DPC (New York, NY): Responsible for conducting field surveys and condition assessments of architecturally significant and landmarked buildings, working on all phases of preservation architecture project. Job requires master's degree (or foreign equivalent) in Architecture, Architectural Conservation, Historic Preservation Studies, Conservation Architectural Engineering, Architectural Technology or related fields and 6 months of experience as Architectural Conservation Researcher, Architectural Conservator, or related positions. Salary range: $90,000 - $122,080. To apply, email resume to hr@ppapc.com and reference job code: CMH-26.

Associate Director in Global Risk Management Group, Royal Bank of Canada (US), New York, NY. Prepare and oversee risk reporting to identify and evaluate major business risks, ensuring alignment with RBC risk tolerance and objectives. Telecommuting permitted up to 1 day per week. International travel required up to 5%. Domestic travel required up to 5%. Full time employment, Monday - Friday, 40 hours per week, $188,178.00 per year. TO APPLY: Visit rbc.com under "careers" and search for Requisition ID (# R-0000180781), and click "Apply".

Associate, Development needed by Welltower, Inc. in New York, NY to coordinate all planning approvals to ensure they are obtained within the required timeframe and budget. Associate, Developments earn between $122,098 to $195,000 yearly. 25% domestic and international travel required. Apply at https://welltower.com/careers/ by selecting "View Job Opportunities", entering the requisition number, ASSOC003869, in the "What" bar, opening the requisition, and clicking "Apply Now".

Associate Director – Scheduling (New York, NY): Manage construction scheduling personnel. Actively participate in tender/bid process. Assist in final accts & claims prep/agmt. Create estimates & cost plans. Support proj mgmt. Use Primavera P6. Salary: $170,000/yr. Reqs: Bachelor's degree in Proj. & Construction Mgmt/foreign equiv + 24 mths exp in Position/Planner/Scheduler. Reference Job Code: ADL5262 & mail/email CV to 721 Arbor Way, Ste. 100, Bluebell, PA 19422/ resumes@linesight.com, Attn: M. Dopee, Immigration Specialist

Associate, Developer at Cantor Fitzgerald Technology Markets, LLC (New York, NY): Implmnting new feats and imprvng prfrmnce of exstng apps. Req bach degree plus 2 yrs of exp. $110K - $130K. Apply online & view full ad by searching job ID 249157 at: https://hdow.fa.us6.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX_1003/

Help Wanted 2600

Capital Dynamics US, Inc. in New York, NY seeks multiple Associate (#ACD102) ($150K-$200K), requires domestic/international travel 20-25% of time; and multiple VP, Corp. Strat. and Dev. (#VPCSD101) ($250K-$275K), requires domestic/international travel up to 40% of time. Email resumes to applications@capdyn.com, quoting job #.

Associate sought at Investcorp International, Inc. (New York, NY). Requirements: Bachelor's degree in economics, finance, or a related field, and 24 months of experience as an investment analyst, financial analyst or related. Salary: $150,000. Contact Human Resources, 280 Park Avenue, Floor 36, New York, NY 10017.

Associate: Yoh Services LLC, NY, NY-Advanced Analytics Associate- analyze complex datasets, develop SQL/Python solutions, maintain analytics systems and build Tableau dashboards to support performance. Resumes to: HR@Yoh.com. Salary $109,491-109491/yr.

Attorney, Litigation

(New York, NY) Represent international & dom. financial inst., corps., directors & officers in litig. matters incl. trade secret disputes, insolvency disputes, shareholder litig., IP & unfair competition litig. Prepare pleadings, motions, lgl briefs, procedural docs. for court filings. Represent clients in depositions, at trial, in arbitration hearings. Develop case strategies & evidentiary records. Oversee doc. review & production in response to doc. requests & subpoenas. Assist experts w/ preparation of expert reports. Examine witnesses & argue motions & dispositive matters in court & in arbitration hearings. Negotiate settlement agreements & assoc. docs. w/ opposing parties. $260,000 per year. Req'mts: JD or foreign equiv., NY Bar, 2 yrs of exp. in position or 2 yrs. of alternate occupational exp. performing complex commercial litigation advisory legal duties. Email resume/ref's to KendylRyan@lw.com, referencing position ALT1. Latham & Watkins LLP.

Attorney, Corporate

(New York, NY) Represent public co's, PE funds & their portfolio co's in conn. w/ cross-border & dom. transact. which incl. acq., disp., strategic mgrs., take-private transact., JVs, spin-offs & eq. investments. Advise clients considering or particip. in these transact. Negotiate & prepare corresp. transact. docs. Oversee & coord. buy-side due dilig. & sell-side outreach, incl. negot. of NDAs, in proprietary transact. & auct. processes. Prepare & review publ. disclosure filings. Advise clients re: internal restructuring & prepare & review corresp. documentation. Advise clients on equity-related matters & prepare corresp. documentation. $260,000 per year. Req'mts: JD or foreign equiv., NY Bar, 2 yrs of exp. in position or 2 yrs. of alternate occupational exp. performing complex cross-border merger & acquisition transactional advisory legal duties. Email resume/ref's to KendylRyan@lw.com, referencing position ATCO2. Latham & Watkins LLP.

Audit Manager II @ TD Bank, National Association (New York, NY & Mt. Laurel, NJ) F/T -Lead tchnlgy & bsnss-intgrtd audits, including scping, plnning & excutn, & ensrng tmly cmpltn of delivrbls. Reqr Bchlr's degr, or frgn eqvlnt, in Cmptr Sci, Bsnss Intlignce & Anlytcs, Enginrng, Mngmnt & Infrmtn Systms, or rltd fld. & 5 yrs of prgrssvly rspnsbl exp in the job offrd, as IT Audtr, or rltd. Altrntvly, emplyr will accpt a Mstr's degr & 3 yrs of exp. Full trm of exp mst incld: Cndctng IT audts & assurnc actvts; Excel Pivot Tables, VLOOKUP, Solver, Macros, & VBA; Python or anthr high-lvl prgrmng language; Tableau or Visio to prfrm audit anlytcs & rprtng; Prfrmng advncd data anlytcs & autmatn in audt prcsses; & Laws & regltns gvrnng the bnkng industry. Emplyr will accept any suitble cmbntn of eductn, trning, or exp. Approx. 5% dmstc trvl rqrd to cndct on-site assrnc actvts. Telecmmtng may be prmttd within cmmtng dstnce prsnt to cmpny plcy. Rate of pay: $146,058 - $149,310/yr. Total Rewards at TD incldes base salary & variable compnstn/incentv awrds & key plans sch as health & well-being benefts, savngs & retiremnt prgrms, paid time off (incldng Vacatn PTO, Flex PTO, & Holiday PTO), banking benefts & discounts, career develpmnt, & reward & recogntn. Email resume to TDBankUSHRImmigration@td.com. Ref: TD-9950031.

Help Wanted 2600

Audit & Tax Specialist, German Desk (position in New York City, NY 10017):

Manage audit & tax compliance projects for German-owned corporations with multinational operations in Germany & U.S., including compilation, analysis, & audit of financial statements, development & execution of audit programs, & internal research involving international audit & tax law compliance. Manage compilation of financial data & information, preparation of profit & loss statements, & audit of technical accounting data, forecasts, strategic plans, & related reports, applying principles of U.S. generally accepted accounting standards (US-GAAP) & international accounting standards (IAS). Liaise with professional accountants & clients in Germany & U.S.

Must have an Associate's degree (or higher) in Accounting, Tax, Business Administration, or related field (or foreign degree equiv.) & two years of exp. as an Audit and Tax Manager or related occupation. All such exp. must include performing audit & tax compliance projects for German-owned corporations with multinational operations in Germany & U.S. Must be fluent in written & spoken German.

Salary: $130,000 to $190,000 U.S. Dollars per year, commensurate with exp. Other forms of compensation include: discretionary annual bonus based on performance of firm and individual. Benefits include: medical, dental, vision, life & disability insurance, 401K (with up to 5% salary paid employer contributions), public transportation and mobile phone reimbursement, paid holidays, and 25 days annual PTO. Telecommuting permitted up to 2 days per week from any location in New York-Newark-Jersey City, NY-NJ metropolitan statistical area.

Please submit in duplicate your resume and cover letter referencing position #0903 to: Rodl Langford de Kock, LLP, Attn. Audrey Gionaris, Human Resources Manager, 303 Peachtree Center Ave., Suite 600, Atlanta, GA 30303; or audrey.gionaris@roedlusa.com. Rodl Langford de Kock, LLP is an Equal Opportunity Employer.

AUDITOR (Multiple Openings) - Funaro & Co., P.C., New York, NY. Prepare, examine & analyze accounting records & financial statements (US GAAP/IFRS); evaluate compliance of operational & financial procedures; detect deficient controls, fraud & non-compliance; prepare audit reports. Req: Bachelor's in Accounting, Management, Finance, Economics, or Business Administration + 12 mos exp as Auditor; Accountant; Assistant Auditor or Accountant; or Audit, Accounting, or Finance Intern. $75,046/yr. F/T. Resume to: R. Stefens, Funaro & Co., P.C., 350 Fifth Ave, Ste 3900, New York, NY 10118 or richard.stefens@funaro.com.

UBS Business Solutions US LLC has the following positions in Weehawken, NJ. Authorized Officer, Financial Crime Surveillance Officer to Act as a second line of defense challenge function with mandates to perform risk-based monitoring, surveillance, and control activities over a wide range of business activities. Requires B+3yrs. exp. Can work hybrid (in-office/remote). (ref. code(s) 002316: $82000 - $118000). Qualified Applicants apply through SH-ProfRecruitingcc@ubs.com. Please reference 002316. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

Bank of China seeks Assistant Vice President (Clearing Department) in New York, NY to conduct business volume analysis & transaction report on high value customer, & prepare data statistics on transactions of SWIFT, CHIPS, FEDWIRE & RMB clearing system. May telecommute. Rate of Pay: $97,276.51 - $150,000.00/year. Email resume to HR_recruitment@bocusa.com and reference job 20583.131.18 / EOE: M/F/D/V.

The New York Times

Provide a companywide subscription.
nytimes.com/atwork

Help Wanted 2600

Banking: Deutsche Bank New York Branch seeks Assistant Vice President in NY, NY to collect, analyze, & interpret data on mrkt conditions, client req'mts, & competitor offerings to id potential demand for corporate cash & liquidity mgmt solutions. Req's: Bachelor's in any field or equiv & 3 yrs of exp identifying new bus. & product dvlpmt req'mts based on mrkt needs & competitor offerings & pricing, performing Request for Proposal (RFP) & deal mgmt, incl end-to-end ownership of client proposals; applying banking products & srvcs, incl global payments, liquidity structures, & cross-border solutions to address client needs, optimize fin'l operations, & support bus. growth; dvlping & deploying cash mgmt solutions incl cash pooling, virtual accounts, & liquidity optimization frameworks to drive revenue growth across client portfolios; launching new products, navigating complex regulatory environs & adapting solutions to local req'mts; utilizing digital banking APIs for payment automation & reconciliation workflows; & reviewing annual reports, balance sheets, income statements, & cash flow statements to understand the company's fin'l health, liquidity, & banking needs & id appropriate fin'l product solutions. Salary range: $146,000.00 - $160,500.00/yr. Apply to https://careers.db.com/professionals/search-roles/#/professional & search by keyword R0444526. We provide access to physical, emotional, & fin'l wellness benefits. For additional info, please visit https://careers.db.com/files/documents/brochures/2025-DB-Benefit-Highlights.pdf

Barclays Services Corp. seeks Assistant VP, DevOps Engineer in Whippany, NJ (multiple positions). Utilize computer science & IT engineering skills to support Continuous Integration/Continuous Delivery (CI/CD) approach & maintain environment stability. May telecommute. $189,592 to $199,592 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000119373).

Barclays Services Corp. seeks Java Developer in Whippany, NJ (multiple positions). Design, develop, maintain, and deploy Java-based applications throughout the full software development life cycle, including requirements analysis, coding, testing, and production deployment. $189,592 to $195K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000122171).

Barclays Services Corp. seeks Data Strategy Manager in Whippany, NJ (multiple positions). Provide qualitative assessment, data analysis, generation of actionable insights, and making recommendations for decision-making in data governance and data quality control process. $160,000.00 to $200,000.00 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000120464).

Barclays Services Corp. seeks Business Intelligence Developer in Whippany, NJ (multiple positions). Translate high level solutions into high quality technical artefacts. May telecommute. $103,210 to $135,000 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000121904).

Help Wanted 2600

Barclays Services Corp. seeks Sr Data Analytics Developer in Whippany, NJ (multiple positions). Build resorts using financial & Client Relationship Management (CRM) data points using visualization tools like Tableau & Qlik, augmented by custom extensions using Angular. May telecommute. $169,541 – $185,000/yr. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers (Job ID: JR-0000122265).

Barclays Services Corp. seeks Full Stack Developer – Securitized Products Technology in Whippany, NJ (multiple positions). Design and develop complex solutions using core computer science concepts including algorithms and object-oriented programming. May telecommute. $189,592 to $230,000 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000122381).

Barclays Services Corp. seeks Penetration Tester, AVP in Whippany, NJ (multiple positions). Scope and execute penetration tests and code review against a variety of technologies including web application, mobile, infrastructure, and cloud. May telecommute. $166,500.00 to $170,000.00 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000122143).

Barclays Services Corp. seeks AVP, Business Insights and Analytics in Whippany, NJ (multiple positions). Undertake data analysis to support business performance and improvement through high-quality data insights. May telecommute. $169,541.00 to $175,000 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000120485).

Barclays Services Corp. seeks Business Analyst in Whippany, NJ (multiple positions). Design & develop solutions to complex applications problems, system administration issues, or network concerns, & develop application-specific hardware. May telecommute. $115K to $155K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000122187).

Barclays Services Corp. seeks Data Engineer - AVP in Whippany, NJ (multiple positions). Develop & maintain robust Java-based data pipelines ensuring reliable, complete,& consistent data processing across enterprise systems. $189,592 to $195,000/yr. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000120850).

Help Wanted 2600

Barclays Services Corp. seeks Internal Tech Auditor - AVP in Whippany, NJ (multiple positions). Execute technology audits in the following areas: technology & information risk, applications, security, resilience, data management, & IT operations. May telecommute. $120,286 to $150K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000122513).

Barclays Services Corp. seeks AVP, Credit Risk Reporting in Whippany, NJ (multiple positions). Provide accurate and timely reporting on credit risks to inform regulatory and management decisions. May telecommute. $188,178 to $195,000 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000122536).

Barclays Services Corp. seeks Technology Analyst in Whippany, NJ (multiple positions). Design and develop solutions to complex applications problems, system administration issues, or network concerns. $150,550 to $160K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000122514).

Barclays Services Corp. seeks Axiom Developer, AVP in Whippany, NJ (multiple positions). Design, develop, & conduct performance tuning to enhance internal strategic tools for Axiom regulatory reporting. May telecommute. $160,805 to $175K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000122715).

Barclays Services LLC seeks AVP, Back End Engineer in Whippany, NJ (multiple positions). Work with Relational Databases including Postgres/Oracle, NoSql databases, or MongoDB/DynamoDB. $146,000.00 to $175,000.00 per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID: JR-0000122136).

Barclays Capital Inc. seeks VP – Prime Services Product Manager in New York, NY (multiple positions). Execute key aspects of the Global Equity Finance Business plan, particularly focusing on creating, implementing, and enhancing our current Synthetics Finance services and products. $222K – $225K per year. The minimum and maximum salary/rate information above include only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Apply at https://home.barclays/careers/ (Job ID: JR-0000120832).

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Help Wanted 2600

Barclays Services Corp. seeks Sr ETL Developer, AVP in Whippany, NJ (multiple positions). Design, develop and operate a data lake platform using Python, Apache Spark, Hadoop, Sqoop, Hive, PIG and SQL to build various ETL, analytics and data quality and risk control components. May telecommute. $189,392 to $195K per year. The minimum and maximum salary/rate information above includes only base salary or base hourly rate. It does not include any another type of compensation or benefits that may be available. Barclays employees are eligible for a suite of a competitive and generous employee benefits, including medical, dental and vision coverage, 401(k), life insurance, and other paid leave for qualifying circumstances. This position is eligible for an incentive award. Apply at https://home.barclays/careers/ (Job ID JR-0000122150).

Barclays Services Corp. seeks Internal Audit AVP- Data Analytics GenAI in New York, NY (multiple positions). Plan projects and collaborate with auditors to gather and analyze requirements and define project scope. May telecommute. $110K - $155K/year. The minimum and maximum salary/rate information above include only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Apply at https://home.barclays/careers/ (Job ID JR-0000124774).

Barclays Services Corp. seeks Internal Audit AVP- Data Analytics GenAI in New York, NY (multiple positions). Collaborate with audit stakeholders to gather, analyze, and define business and audit requirements. May telecommute. $110K - $155K/year. The minimum and maximum salary/rate information above include only base salary or base hourly rate. It does not include any other type of compensation or benefits that may be available. Apply at https://home.barclays/careers/ (Job ID JR-0000124571).

BeaconFire Staffing Solutions Inc has multiple openings in East Windsor, NJ. Quantitative Analyst ($90,106/yr): Prpre, Creat, Mntr, Summarize, Collab, Establish, Dvlp, Capable, Ovrsee financial analytical models. Software Engineer ($120,600/yr): Dsgn, sopp, Cndct, mntn&Prtcp in code Rvws&Cntrb to team meetings to discuss Prgrss& challenges. All pos req travel&reloc to var unanticipated client locations U.S.-wide w/exp. employer paid. Std. benefits offered. Mail resume&position to President, BeaconFire Staffing Solutions Inc, 104 Windsor Center Dr, Ste 400, East Windsor, NJ 08520; hrbss@beaconfireinc.com.EOE

BMO Capital Markets Corp. seeks a CM VP-IC Investment Banking I in New York, NY. Manage portfolio of private & middle market companies. Up to 20% domestic travel required. Hybrid - 4 days per week in office. Salary $260,000/yr. Send resume to bmo.capitalmarkets@bmo.com & reference # 546427.

BMO Capital Markets Corp. seeks a CM VP-IC Investment Banking II in New York, NY. Execute M&A transactions & oversee junior bankers. Hybrid position (1 day remote). Salary $260,000/yr. Send resume to bmo.capitalmarkets@bmo.com & reference # 1173724.

Business Analyst @ Aescape Recovery, Inc. (NY, NY) F/T - Resprisble for Aescape's data infrstrcture, analytics & biz intelligence reporting for autonomous robotic systms. Design data-driven models & methods to improve biz processes, prodcts & robotics systms. Dvlp biz intelligence tools, including intractive dashboards, ad hoc reporting & data modeling tools. Perfrm data testng, reporting, analytics, dashboard dvlpmnt, data mining, process mining, complex event processing, biz performance mngmnt, benchmarking & prescriptive analytics. Dvlp & maintain data pipelines ingesting IoT telemetry & manufacturing quality data from robotic hardwre deployd at 3rd-party partner venues. Dvlp data strategy & data governance progrm, standrds & security protocols. Provide data & analytics reprts to allow mngmnt to make informd biz decisions. Salary is $115,335 to $145,000. Contact: Stephanie Lee at stephanie.lee@aescape.com

Business: Confido Health, Inc. seeks a Strategy & Implementation Analyst. Job duties include assessing feasibility, risks, and operational readiness of automation capabilities and document recommendations. Must have Master's Degree in Business Administration, Management or a closely related field plus 1 year in-job experience. Salary: $130K-190K/yr. Please mail resumes to Jobsite at Confido Health, Inc., Attn: Mr. Chetan Manchineddy, CEO, 115 Broadway, New York, NY 10006

Chartbeat Incorporated seeks Sr. Full-stack Engineer in Chappaqua, NY, responsible for delivering high-quality, user-centric web applications. Job reports to Chappaqua, NY, but candidate can work remotely anywhere in the U.S. Salary: $190K - $200K. Email resumes to careers@chartbeat.com quoting job #SFE123.

Chief of Staff: At ArticulateAI's NYC office, Ld & coord strtgc planning prcsses to ensre algnmnt acrss sles, prod, enginrng, & cstmr sccss. This pstn may wrk rmtly 2 dys/wk frm the NY metro area (3 dys reqd in offi). Salary: $239,200 - $269,200. Snd resume w. Job ID AS2026 to C.Chen @ career@arklex.ai.

Chief Operating Officer: 5 years of exp in Senior Management or Executive Leadership req. $239,200/yr, F/T. Resume to Chern Fong Lim, IGH Holding Inc., 21 W. Jamaica Ave. Unit A, Valley Stream, New York 11580.

CIB Risk (Multiple Positions Available) – New York, NY. Design methodology for the forward simulation of risk factors in the firm's trading book for the calculation of Value at Risk (VaR) & Risk Not in VaR. Sal. range: $160,000 - $238,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210761596. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com.

Client Capabilities Specialist, S&CF Growth Strategy & Innovation w/ McKinsey & Co, Inc. US (Newark, NJ). Execute client backed (service line) tech-enablement priorities & apps, & drive adoption, delivery & scaling of tech capabilities & assets using highly tailored, data-backed knowledge. Telecommuting permitted. Req's Master's in Int'l Affairs, Econ, Finance, or rel field, or foreign degree equiv + 1yr of exp in working in biz, finance, or innovation. $130,100-$195,100/yr. McKinsey provides a comprehensive benefits package. This includes medical, mental health, dental & vision coverage, telemedicine services, life, accident & disability insurance, parental leave and family planning benefits, caregiving resources, a generous retirement contributions program, financial guidance, & paid time off. See: https://www.mckinsey.com/careers/explore/benefits . Email your resume to CO@mckinsey.com & refer to Job# 9670585.

Client Program Manager (Florham Park, NJ) (Mult pos) Telcmmt'g Prmssble. Clbrte w/ sales & accnt tms to bld joint accnt strtgs, rdmaps, & grwth intiatives. Sal: $114,982 to $133,000 per year. Req Bchlr deg or frgn eqvlnt in Busnss Admin or a rltd fld, & 5 of exp in the job offrd or in any pos in which the reqrd exp was gned. Must have relvt work exp. Apply res/cvr ltr to Maersk Logistics & Services USA, Inc., Attn: M. Bush, Ref: #DY2026, mira.bush@maersk.com. No calls. EOE

Clinical Trial Manager, F/T (Bronx, NY), @ Albert Einstein College of Medicine. Sup. data collection, train staff, coord. clinical res., dev. clinical trial protocols. Hybrid; 4 days in office. Req'd: Bach. in Public Health or rel. + 36 mos. collecting clinical data for res. Sal.: $90,000/yr. CV to Krishma at krishma.azmatdutt@einsteinmed.edu

Computer/IT: Manager, Mobile Application Development (Vormittag Associates Inc - Ronkonkoma NY) - Lead & oversee mobile app dev team; play pivotal role in design, dev & enhancement of mobile solns that seamlessly integrate w/ S2K ERP sys. Serve as proj lead resp. for leading & overseeing mobile app dev lifecycle, ensuring alignment w/ biz objectives & delivering high-quality mobile solns. Reqs: BS in Comp. Eng., SW Eng. or U.S. equiv. + 5 yrs exp. in job or as Applications Engr., SW Engr. or closely related occupation w/in IT industry resp. for designing & developing cross device/responsive web apps & web-based tools for multiple biz teams, in particular sales teams, utilizing the following technologies/sys: IBM iSeries, DB2, RPG ILE, CL, SQL/400, OS/400, Java, JavaScript, IBM Power Sys, PHP, MySQL, HTML5, CSS, Bootstrap, Node.JS, AJAX, JSON, jQuery, MS SQL Server, IBM WebSphere MQ, Bootstrap, Apache. Must be IBM Cert. Specialist (eServer i5 iSeries RPG ILE programmer). Sal/Rnge $189,600K-$189,700K/yr. Resumes: Careers@vai.net - Must Ref: JobID/Req.# 000102 & above job title.

Computer/IT: JetBlue Airways Corporation: Senior Engineer DevOps - Long Island City, NY. Play an integral role in implementing and executing cloud practices for build management, product release and operation processes. For more information and to apply please visit: https://career8.successfactors.com/sfcareer/jobreqcareer?jobId=50206&company=jetblueair&st=F56E868AC8951A2685224BC08A138BEF05FC8736 EOE/M/F/D/V.

Help Wanted 2600

Computer: Deutsche Bank New York Branch seeks Vice President in NY, NY to drive client adoption of automated payment & workflow solutions, analyze complex client treasury processes, & dsgn integrated solutions to improve efficiency & manage currency risk. Req's: Master's in CS, IT, or rel. quantitative field or equiv. & 3 yrs of exp dsgning & structuring fixed rate & floating rate deposit fin'l tech solutions to meet client liquidity, duration, & yield objectives; dsgning & delivering agency execution tech solutions for money mrkt fund & reverse repo investments to optimize short term liquidity deployment & credit exposure; dvlping cash collateral tools & integrating them w/ lending products; building automated cross-border workflows for corporate treasury & investment solutions, incl multi-entity liquidity structures, regulatory reporting feeds, & transaction processing for various currency environs; structuring intercompany liquidity centralization workflows (cash pooling) via open & semi restricted currency lending frameworks; implementing late in day execution workflows for same day cross currency payments outside standard mrkt cutoff windows; integrating SWIFT MT940/942 & MT101/103 message type logic into fin'l workflow frameworks to automate key treasury functions, incl accurate balance positioning, automated debit instructions, & compliant cross border payment processing; utilizing Bloomberg Terminal w/ integrated Excel APIs for real time mrkt data ingestion into pricing tools, & utilizing VBA automation, Tableau & Python to build dashboards for client analytics. Salary range: $240,000.00 - $328,000.00/yr. Apply to https://careers.db.com/professionals/search-roles/#/professional & search by keyword R0444514. We provide access to physical, emotional, & fin'l wellness benefits. For additional info, please visit https://careers.db.com/files/documents/brochures/2025-DB-Benefit-Highlights.pdf

Computer Programmer Analyst
IT Consulting Company (Edison, NJ) seeks Computer Programmer Analyst to design & develop software components & utilize GENESYS tools. Create & maintain technical artifacts incl. data models, process flow diagrams. Identify, track & resolve issues during testing phases using JAVA, Servlet, Spring, MVC, Spring Boot, JPA, incl. JavaScript, jQuery, HTML. Salary: 131,997.00 to $132,000.00/year. + Health Insurance/PTO. Send resumes to HR, IntuPoint, Inc. d/b/a Pointel, Inc. at askhr@pointel.com.

Computer/IT: JetBlue Airways Corporation: Senior Engineer IT SDET – Long Island City, NY. Create and maintain automated test frameworks, integrate existing frameworks, and test harnesses. For more information and to apply please visit: https://career8.successfactors.com/sfcareer/jobreqcareer?jobId=58258&company=jetblueair&st=67D7A974B709FAF843B169B8980F59329647321 EOE/M/F/D/V.

Computer/IT: Software Engineering Advisor for Cigna-Evernorth Srvcs Inc. (Morris Plains, NJ) wrks on prdctn spprt team srvng in app mntnnce & spprt role. Reqs BS in CS, Electrics Eng or rltd + 3yrs exp in any sw dvlpmt role. Salary Range: $150,550-$186,100/y. Hybrid work sched. Apply at https://jobs.thecignagroup.com under req 26007118. https://jobs.thecignagroup.com/us/en/benefits

Computer/IT: Software Eng Sr Advisor for Cigna-Evernorth Srvcs Inc. (Morris Plains, NJ) rspn for anlys, code, tst, & mntnce of app sw. Reqs BS in CS or rltd + 5yrs exp. Salary Range: $189,590-$217,000/y. Hybrid work sched. Apply at https://jobs.thecignagroup.com under req 26009163. https://jobs.thecignagroup.com/us/en/benefits

Consumer Operations, Program Manager, Stripe, LLC, New York, NY. Lead or collaborate with cross-functional teams, including Product, Engineering, Legal, Compliance, Support, Operations Technology, and Vendor Management, to define operational requirements for new Link/Crypto onramp products, features, and experiments. Req. Bach's deg or foreign equiv in Busnss, Mgmt, Eco or a rel fld + 5 yrs post-bach's, prgrssv exp in Oprtns. 50% Telecommuting permitted. Salary $150,301 - $210,600/yr. Mult. Pos. avail. Add'l benefits may incl.: equity, co. bonus or sales comm./bonuses; 401(k); med., dent., & vis. benefits; wellness stipends. NY33. Please apply online at https://stripe.com/jobs/listing/consumer-operations-program-manager/8074923 and click "Apply for this role" to submit your application.

Counsel, Legal and Compliance (New York, New York): Counsel, Legal and Compliance positions available. D. E. Shaw & Co., L.P. seeks full-time Counsel, Legal and Compliance, to work in its office in New York, New York. Responsibilities: Review and negotiate master trading agreements, including ISDA master agreements, prime brokerage, futures and options clearing, repurchase, and custody agreements, as well as trade-specific agreements and confirmations with international banks, broker- dealers, and their external counsel in support of the firm's trading strategies. Handle ISDA and related derivatives documentation, including master agreements, margin segregation agreements, master confirmations, and bespoke long-form confirmations in addition to other transaction-specific documentation with a particular focus on equity and commodity swaps. The successful candidate will have a Master's degree in Law, or a related field of study plus two (2) years of experience negotiating ISDA published documents (including Master Agreements, Credit Support Annexes, IM CSA, and confirmation agreements for equity, credit, FX, and interest rate swaps); negotiating master repurchase and global master repurchase agreements; negotiating execution-based trading agreements (including Cleared Derivatives Execution Agreement, futures and options give-up agreements, swap execution facility agreements, and SIA 151 agreements); and negotiating custody, prime brokerage, futures and options clearing agreements, ISDA Master agreements, master and global master repurchase agreements, confirmation agreements, and execution based trading agreements and identifying and tracking key legal terms in such agreements. Applicants may submit a resume by mail to D. E. Shaw & Co., L.P., Two Manhattan West, 375 Ninth Avenue, 52nd Floor, New York, NY 10001, or by email: recruitment-nyc@world.deshaw.com. Submissions must reference 2026-5960 NYT. No phone calls please. The annual base salary for this position is $200,000 - $215,000. Our compensation and benefits package includes variable compensation in the form of a year- end bonus, guaranteed in the first year of hire, and benefits including medical and prescription drug coverage, 401k contribution matching, wellness reimbursement, family building benefits, and a charitable gift match program. D. E. Shaw is an equal employment opportunity employer and does not discriminate against any applicant on the basis of race, color, religion, gender, gender identity, pregnancy, national origin, age, military service eligibility, veteran status, sexual orientation, marital status, disability, or other category protected by law.

Data: American Express Company seeks Director, Data Analytics to provide data-intensive, strategic assessments of products and respond to portfolio-specific business questions. Position requires a Master's degree in Fin, Stats, Mathematics, Econometrics, Biz Admn, Operations Research, Eng, Comp Sci, or a rel field, & 2 yrs of exp performing quantitative biz anlys. Exp must incl 2 yrs of exp w/ each of the following: using Big Data tools incl Hadoop, Hive, Python, R, SAS, Scala, Spark, and SQL; analytical & problem-solving skills to break down complex problems into components & solve them using quantitative anlys, data visualization, KPIs, & scorecards; experimental test design; communicating complex technical projects to non-technical, senior-level audiences; & the credit card industry & charge card economics. Telecommuting is available up to 2 days per week. Job Location: New York, NY. Rate of Pay: $186,056.00 - $256,250.00 annually. Any intrstd candidate should snd rsum & cvr ltr identfyng job opp by title to Michael A Biedermann, VP Recruitment, AMEX HQ, 200 Vesey St, New York, NY 10285, MAIL CODE 01-35-01, or https://www.americanexpress.com/en-us/careers/ & enter keyword 26010940. AMEX is an EEO employer- US Job Seekers - Click to view the Know Your Rights poster. If the link does not work, you may access the poster by copying and pasting the following URL in a new browser window: https://www.eeoc.gov/poster. #LI-DNI #FB-DNI #IN-DNI #TW-DNI #GD-DNI #WayUp-DNI #ZipRecruiter-DNI

Data Scientist (Multiple Positions Available) - New York, NY. Study, design, & develop deep learning frameworks for NLP tasks aligned with business requirements. Sal. range: $160,000 - $170,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210770939. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com

Help Wanted 2600

Data: American Express Company seeks Directors, Data Science to drive the strategic analysis of credit metrics and credit provision. Position requires a Bachelor's degree in Fin, Stats, Quantitative Economics, Operations Research, Biz Admin, Comp Sci, Eng, or a rel field, followed by 5 yrs of progressively responsible risk mgmt & risk anlys exp. Exp must incl 2 yrs of exp w/ each of the following: credit risk data from credit bureaus & internal credit source, source systems, & data mgmt processes; providing strategic guidance on risk information system implementation & enhancements, new data evaluation, & regulatory audit strategies; working w/ professional teams in multiple geographies, data anlys & transforming credit & risk capabilities using Big Data technologies, incl Pig, Hive, & R; linear regression models, logistic regression models, & advanced machine learning models, incl kNN, & GBM techniques; & Base SAS, SAS Enterprise Guide, SPSS, SQL, & Teradata. Telecommuting is available up to 2 days per week. Job Location: New York, NY. Rate of Pay: $169,541.00 - $215,250.00 annually. Any intrstd candidate should snd rsum & cvr ltr identfyng job opp by title to Michael A Biedermann, VP Recruitment, AMEX HQ, 200 Vesey St, New York, NY 10285, MAIL CODE 01-35-01, or https://www.americanexpress.com/en-us/careers/ & enter keyword 26011028. AMEX is an EEO employer- US Job Seekers - Click to view the Know Your Rights poster. If the link does not work, you may access the poster by copying and posting the following URL in a new browser window: https://www.eeoc.gov/poster. #LI-DNI #FB-DNI #IN-DNI #TW-DNI #GD-DNI #WayUp-DNI #ZipRecruiter-DNI

Data Engineer @ Revelio Labs, Inc. (New York, NY) F/T - Own & scale th cmpny's infrstrctr pltfrm wth a fcus on lrg-scle dta systms, cntainr orchstrtn, & infrstrctr autmtn. Reqr a Mastr's degr, or frgn eqvlnt, in Cmptr Sci, Dta Sci, Dta Anlytcs, Cmptr Engnrng, or a clsly rltd fld, & cmpltn of an intrnshp (approx. 8-12 wks) or eqvlnt exp. Full tme of exp mst incld prfssnl exp or intrnshp exp in: Wrtng & debggng Python, Shell (Bash), & SQL code fr use in infrstrctr autmtn & dta trnsfrmtn wrkflws; Wrkng wth relatnl & NoSQL dtbses, inclding PostgreSQL & MySQL, to trblshoot dta issues, optmze query prfrmnce, & ensre dta intgrty fr dta pipins; Implmntng mntrng & trblshootng prcsses to idntfy prfrmnce issues & ensrng dta stblty acrss infrstrctr & dta pipins; Dvlpng & maintnng CI/CD pplns usng GitHub Actions & YAML cnfgrtns to autmt th bldng, tstng, & deplymnt of Docker cntainrs & Supprtng cloud-bsd infrstrctr by mngng systm cnfgrtns & updts thru Git-bsd vrsn cntrl, cntainrztn tchnlgs, & IaC. Tlcmmutng prmttd frm any US lctn. Rate of pay: $160,000 - $200,000/yr. To apply, email resume to hannah@reveliolabs.com. Ref: Rev-9510813.

Data Analytics Engineer w/ Spotify USA, Inc. in NY, NY. Supprt the Content Analytics Personalizatn & Editorial team for all their infrastructure needs. Bach Deg (U.S. or for equiv) in any field of study & 2 yrs of exp in data or a rel role. Must have 2 yrs of exp w/: Leveraging SQL to create data tables for compny-wide reports via Tableau & Looker; Abil to create data infrastructure using tools such as dbt, flyte, & pagerduty that accnt for schedule, data transformtn, workflw monitorg, & accuracy checks. Must have 1 yr of exp w/: leverage know of music streamg behavr; music industry trnds, & the evolutn of music genres to define contnt metrics & bld pipelns to enable stakeholders to forecast & anlyze trends. *Telecommuting permitted: wrk may be performd w/in commuting distance of the Spotify office in NY, NY. Sal. $108,097-$162,145/yr. Qualified Applicants: See full job details & apply online at https://jobs.lever.co/spotify/105efafb9-2465-4c07-87a2-afe915e9e932

Data Visualization Reporter @ Bloomberg LP (New York, NY) F/T. Rsprsble for cvrng U.S. elctns, inclding rlvnt U.S. pltcl elctons, in clbrtion with othr dta vsalzation reprtrs, edtrs & engnrs to dsgn & build a cmprhnsve usr exp, ensrng tht dta is dlvrd to readrs wth clrty & that the prdct is esy to nvgte. Pstn reqs a Mstr's deg or the frgn equiv in Jurnlsm, Cmmnctons, or rltd & 2 yrs of exp in the in the jb offrd, Jurnlst, or rltd. Mst hve 1 yr of exp in ech of the fllwng sklls: Data reporting and analysis using tools such as Python or R; Producing politics-related data visualizations; Rendering graphics in a web browser; Producing visual design, layout, typography and user experiences; Adobe Creative Cloud and Adobe Illustrator; HTML, CSS, and JavaScript and rendering graphics in the browser; and Creating, editing, and reporting narrative visual breaking news and feature stories. Rte of pay: $181,100-$185,000/ yr. Snd resume to Bloomberg HR at recruit2@bloomberg.net. Indicate (B54-2026). EOE.

Deloitte Consulting LLP seeks a Manager in New York, New York to manage engagements that lead clients through complex transitions that come with transactions & transformations that are part of that journey including: target identification & pre-deal due diligence, M&A roadmaps, strategies, & synergy targets, developing Day 1 projects & plans & post Day 1 planning and execution. 50% Travel required nationally. Telecommuting permitted. Annual Salary: $184,100.00 - $306,800.00. To apply visit apply.deloitte.com. Enter XB27C45221 in "Search jobs" field.

Demand Generation Principal, Via Transportation, Inc. (NY, NY) BS in mktg, communications, public relations, international studies, or a rltd field, 2 yrs exp. in mktg role or similar, involving B2B mktg events & campaigns, use of Google Analytics, Google Ads, Meta Ads, SEO, & A/B testing to improve website traffic & conversions. $135k/yr. Telecommuting allowed. Resume to: strategic-growth-us@ridewithvia.com

Dentist — New York, NY: Diagnose and treat dental issues by examining teeth, gums and related tissues; remove decay from teeth and fill cavities; administer anesthetics during procedures; assess treatment planning, and educate patients on oral health. DDS or DMD with a valid NYS dental license req'd. $73,466/yr. Send ltr/res to Fuller Smiles Dental, PLLC. 30 E. 60th St., Ste. 401, New York, NY 10022, Attn: Arshiot Ahuja.

FX eTrading Senior Developer, RBC Capital Markets, LLC, New York, NY. Develop and enhance the FX business high volume, low latency automated pricing and trading systems using Java (and low latency technologies and messaging solutions). 40 hours per week, $225,000.00 per year. For complete job description, list of requirements, and to apply, visit rbc.com under "careers" and search for Requisition ID (# R-0000180817), and click "Apply".

DEVELOPMENT: The Weisscomm Group LTD dba Real Chemistry seeks a President, Client Development and Innovation in New York, NY to bring innovative solutions forward. Telecommuting permitted. Requires 25% International travel. $360,000 to $390,000/year. Apply at jobpostingtoday.com Ref# 83603.

UBS Financial Services INC has the following positions in New York, NY. Director, Business Risk Specialist to design and implement, or simplify, processes, controls and tasks, to enhance the UBS Global Family and Institutional Wealth (GFIW) front-to-back processes and risk framework(s), improve efficiency and strengthen the GFIW platform, as tailored to the GFIW business. Requires B+3yrs. exp. Can work hybrid (in-office/remote). (ref. code(s) 002869: $175000 - $180000). Qualified Applicants apply through SH-ProfRecruiting@ubs.com. Please reference 002869. NO CALLS PLEASE. EOE/M/F/D/V. #LI-DNP. The expected salary range(s) for this role as of the date of this posting is/are based on factors including, but not limited to, experience, qualifications, education, location and skill level. This role may also be eligible for discretionary incentive compensation. For benefits information, please visit ubs.com/usbenefits

Director: NB Ventures, Inc. dba GEP seeks Director - Knowledge Services in Clark, NJ. Telecom prmtd. May req trvl or relo to various locs w/in U.S. $226,158/year. For application and benefits summary, visit: www.jobpostingtoday.com/ Job ID# 21905.

Help Wanted 2600

Associate, eDistribution Specialists w/ BNP Paribas Securities Corp. in NY, NY. Interact w/ all lvls of tradit'l sales coverge to meet clnts' electrnic tradg needs as well as shorg new digtl tools/dvlpmnts. Positn reqs a Bach deg (US or For Equiv) in Fin, Econ, Engg, Math, Bus Admin, or rel & 3 yrs of exp in Sales & Trada roles. Must have 5 yrs of exp w/: FICC electrnic distributn covers Crdt, FX, Rates & Commodities prodcts; Strng know of FX & EM Rates prodcts, mkt structure, & Emerging Mkts dynamics; Advancd data anlysis skills, incl use of tools such as Tableau to eval tradg flw, hit rates, & clnt behavr; Abil to collab w/ sales, trada, tech, & globl eDistributn teams acrss regns, incl the US & Latin America; pitching clnts, conducts platfrm demos, & creatg digtl contnt to supprt platfrm adoptn; mng vendr relatnships & monitorg electrnic trada mkt dvlpmnts & Proficiency w/ electrnic tradg platfrms, incl single-dealr platfrms & digtl tool optimizatn. Must have 1 yr of exp w/: API connectivity, integratn & performnce optimizatn for institutnl clnts. 10% dom & int'l travel reqd to LATAM. Sal: $179,088.00- $200,000.00/yr. Qualified Applicants: Apply at https://bwelcome.hr.bnpparibas/en_US/externalcareers/JobDetail?jobId=101260&source=BNP+Paribas+website

E-Markets Systematic Trading (Multiple Positions Available) - New York, NY. Design and implement high-quality systematic risk management models for interest rate products. Sal. range: $235,000 - $285,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210768253. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com

EMPLOYMENT

Google LLC has openings for the following positions in New York City. Apply online at the links below.

Commercial Strategy & Operations Manager (Req# 1525361): Lead sophisticated business analyses and advanced modeling to translate data into actionable insights for strategic decision-making. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $186,000 - $270,000 + 20% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/3R5YboO

Commercial Strategy & Operations Senior Associate (Req# 1525246): Define comprehensive business strategies by performing in-depth analysis of market trends and competitive landscapes to solve complex challenges and drive growth. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $156,650 - $222,000 + 15% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/4gNBc35

Product Operations (Req# 1303514): Define organizational strategy and solve critical business problems by leading data-driven analyses and providing insightful recommendations to executive leadership. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $177,000 - $257,000 + 20% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/4oVqYzv

Sales Operations Senior Associate (Req# 1303556): Drive hypothesis-driven business strategy and define go-to-market plans for YouTube products across users, partners, and creators. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $150,350 - $177,000 + 15% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/3T9TrPu

Technical Solutions Consultant (Req# 1525158): Cultivate strategic relationships with senior stakeholders and cross-functional partners to deliver high-quality technical solutions and services. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $189,600 - $222,000 + 15% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/4oYT06H

Global Solutions Senior Associate (Req# 1525262): Analyze market data and customer feedback to define product strategy and identify growth requirements. Position reports to the Google New York, NY office & may allow for a hybrid schedule as per Google policy. The US base salary range for this full-time position is $135,000 - $179,000 + 15% Bonus Target + equity + benefits determined by role, level, and location. Apply online at https://goo.gle/4wiwDuI

Individual pay is determined by additional factors, including job-related skills, experience, and relevant education or training. Learn more about benefits at Google at careers.google.com/benefits.

EMPLOYMENT
Morningstar, DBRS seeks Senior Credit Analyst, RMBS in New York, NY to act as a lead analyst on structured finance transactions with minimal supervision, and present analysis to rating committee. 3-/4-yr BS in Finance, Accounting, Commerce, Math, Econ, Comp Sci, Engg, or closely rltd field & 5 yrs of exp req'd. Will accept any suitable combination of education, training, and experience. Domestic travel not more than 10 days/yr. Add'l specific skills req'd. Base salary: $180,107-$228,000/year. For position details & to apply, visit: https://www.morningstar.com/careers; ref. job ID REQ-056536.

Engineer: AES Clean Energy Services, LLC: Modeling Solutions Engineer in New York, NY. Develop theoretical models of renewable energy systems based on basic principles of physics, chemistry and engineering. Req's master's in engineering (any field), physics, or a related field. 100% remote work allowed. Up to 20% travel for in-person meetings/site visits. SALARY: The expected salary for this position, at commencement of employment, is between $120,350 - $148,325 per year; however, base pay offered may vary depending on multiple individualized factors, including market location, job-related knowledge, skills, and experience. The total compensation package for this position also includes annual bonus. The benefits offered for this position are: medical, dental, and vision coverage, life insurance, 401(k) eligibility, and paid time off (including vacation, sick leave time, and parental leave). Details of participation in these benefit plans will be provided if a candidate receives an offer of employment. If hired, employee will be in an "at-will position" and the Company reserves the right to modify base salary (as well as any other discretionary payment or compensation program) at any time, including for reasons related to individual performance, Company or individual department/team performance, and market factors. Email resume to applicationsUS@aes.com. Please reference Job Code 8421446.

Engineer: Kensho Technologies LLC seeks a Machine Learning Engineer in New York, NY to identify, research, prototype, and build predictive data-driven products based on statistical analysis and machine learning. Telecommuting permitted within normal commuting distance of New York, NY office. REQ: Master's degree in Comp Sci, Stats, Data Sci, or related quant field plus 1 yr exp w/ deployment of machine learning operations. Anticipated base salary range for position is $209,000 to $250,300. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to PeopleMovementSupport@spglobal.com, ref #330832 (Machine Learning Engineer).

Engineer: Henningson, Durham & Richardson PC seeks a Structural Engineer in NY, NY. Requires Master's in Civil or Structural Engineering or related + 3 yrs exp in structural engineering or Bachelor's + 5 yrs exp. Exp must include: structural analysis & design for steel & concrete; RAM Elements; RAM Structures; MATHCAD; AutoCAD; Revit; Bluebeam; RISA Foundation; spColumn; spMAT. EIT or FE exam pass. PE not a prerequisite. $142,750-$189,475. Background chk. May be subject to pre-empl drug testing. Apply at https://bit.ly/req194629. Emp. Pd. Ad. EOE.

Engineer II: Madhive, Inc. seeks an Engineer II in New York, NY to writing technical design specifications based on project features. Telecommuting Permitted. $130,000.00 - $160,000.00 per year. Apply at https://www.jobpostingtoday.com/ Ref #31120.

Help Wanted 2600

Grocery Delivery E-Services USA Inc. d/b/a HelloFresh (Newark, NJ) Associate Director, Operations Engineering to drct prcss imprvmnt initiatvs within the indstrl Engg fnctn by estblshng & standrdzng indstrl enginrng methdlgs, devlpng & maintnng SOPs, implmntng & applyng MOST (Maynard Opratn Sequence Tchnque) - bsd labr standrds, condctng time studis & wrkflw analyss, & devlpng prdctvty benchmrks, capcty modls, & labr modlng framwrks to supprt scalbl, effcnt fulfillmnt cntr oprtns & peak vol exectn. Reqs MS (US or forgn equiv) in Indstrl Engg, Mnfctrng Engg, or in a rltd fld & 2yrs of exp in pos offrd or in a rltd role OR BS (US or forgn equiv) in Indstrl Engg, Mnfctrng Engg, or in a rltd fld & 5yrs of exp in pos offrd or in a rltd role. All of the reqd exp mustbv incld exp w/ indstrl engg anlysis w/ mnfctrng, food prdctn, or wrhse fulfllmnt envrnmnt; leading complx, crss-fnctnl engg prjcts using strctrd prjct mgmt methdlgs; autmtn systm dsgn, evaltn, or intgrtn within a distrbtn or prdctn faclty; Warehouse Mgmt Systms (WMS) & Warehouse Cntrl Systms (WCS); serving as a sbjct mttr expert on matrl handling systms & convyr systms; devlpng & applyng MOST (Maynard Opratn Sequence Tchnque) modls & labr standrds; Lean Six Sigma methdlgs & continuous imprvmnt framwrks; perfrming advncd data anlysis using Excel & SQL; & technicl leadrshp or sprvsn of enginrng prfssnls.Salary: $130,499/yr. E-mail resume to meagan.bird @hellofresh.com. Ref. #80.

Engineering: Oio Inc. seeks Sr. Director, Engineering in New York, NY to manage multiple teams to influence cross-technical and business decisions, ensuring alignment between engineering execution and company-wide goals. Expand from domain-specific focus to include cross-functional oversight, aligning multiple teams and setting direction at a higher level shaping cross-functional strategy. May work from any location w/in normal commuting distance subject to company hybrid work policy. Salary: $242,000-$292,000/yr. Apply at https://jobs.lever.co/oio/eds42f78-b00c-48c1-bc41-64689c7a4fbd.

ENGINEERING
Normal Computing Corp. has job opp. in New York, NY: Software Engineer. Dsgn, dvlp, & implmnt SW systms that supprt AI-assisted semiconductor verificatn wrkflws. May telecommute from home office anywhere in U.S. Salary: $200,000 to $227,700 per year. To apply, submit resumes to https://jobs.ashbyhq.com/Normal Computing/ef026736-eae6-4457-b7e8-fe3d8c4bca18

Exhibition Designer in New York, NY: Send resume to Arte Museum NY LLC, 61 Chelsea Piers, New York, NY 10011. Wages from $45,822 to $85,000 / yr.

EXLService.com, LLC - New York, NY - Assistant Vice President - Lead analytical initiatives, specializing in unsecured lending portfolios (e.g. Personal Loans, and Credit Cards). Strategic advisory, policy development, and operational oversight in credit risk analytics. Req.BS+8. Position may work at various & unanticipated worksites throughout the U.S. Telecommuting permitted. Salary range: $170,000 to $190,000 per year. To apply: Send resume & cover letter to us.careers@exlservice.com. Must cite job title & code EXL85 in response. This notice is subject to ExlService.com, LLC's employee referral program. EEO/Minorities/Females/Vets/Disabilities.

EXLService.com, LLC - New York, NY - Business Intelligence Manager - Deliver advanced data analytics and Business Intelligence (BI) solutions to support EXL's client driven strategic decision-making initiatives. Develop optimized SQL queries and perform in-depth data assessments to ensure accuracy, completeness, and readiness for reporting and analytics consumption. Req.BS+5. Position may work at various & unanticipated worksites throughout the U.S. Telecommuting permitted. Salary range: $170,000 to $175,000 per year. To apply: Send resume & cover letter to us.careers@exlservice.com Must cite job title & code EXL84 in response. This notice is subject to ExlService.com, LLC's employee referral program. EEO/Minorities/Females/Vets/Disabilities.

Fin Solutions Sr. Analyst for Citibank, N.A. in NY, NY, to conduct comprehensive validation of data processes, sys's & data profiling assessments to identify data quality issues & potential vulnerabilities. Recommend data risk mitigation strategies. Telecommt'g/hybrid work sched permitted w/i commutable distance from worksite, in accordance w/ Citi policies & protocols. Req'mts: Bachelor's or foreign equiv in Enterprise Risk Mgmt, Fin'c, Acctg, or rel field & 2 yrs' exp in job offered or rel occupation in fin'l srvcs industry. 2 yrs' exp must incl: Conducting comprehensive validation on data processes & sys's & data profiling assessments to identify data quality issues & potential vulnerabilities, & recommending data risk mitigation strategies; Assessing data elements lineage from reporting endpoint to origination source, incorporating best practices in data quality mgmt & compliance w/ BCBS 239 Principles for effective risk data aggregation & optimal data quality. In alt, emp will accept Master's & 1 yr's exp. Sal range: $145,500-$146,800/yr. Citi offerings may incl discretionary incentive & retention awards for elig employees. Citi also offers competitive bnfts. See citibenefits.com. Applicants submit resumes at https://jobs.citi.com/. Ref Job ID# 26974928. EOE.

Finance: S&P OpCo, LLC seeks an Associate Director, Fixed Income Product Management in New York, NY to conduct quantitative and qualitative analysis of fixed income markets and bond market data. Hybrid work schedule. On days not in office, telecommuting permitted within normal commuting distance of New York, NY office. REQ: Master's degree in Finance, Econ, Math, Stats, or a related quant field plus 3 yrs exp utilizing financial data/information software. Anticipated base salary range for position is $160,000 to $175,650. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to PeopleMovementSupport@spglobal.com, ref #330800 (Associate Director, Fixed Income Product Management).

Finance: S&P OpCo LLC seeks a Senior Analyst, Global Research & Design in New York, NY to perform portfolio construction, back testing, and quantitative analysis of various index strategies. Telecommuting permitted from anywhere in U.S. REQ: Bachelor's degree in Finance, Computational Finance, Financial Engg, Econ, Math, Data Sci, Comp Sci or rel quant field plus 5 yrs exp w/ portfolio back-testing and simulation. Anticipated base salary range for position is $149,103 to $170,400. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to PeopleMovementSupport@spglobal.com, ref #330796 (Senior Analyst, Global Research & Design).

Fin/Inv Analyst (VP): Use modeling & valuation analysis, portfolio management, deal structuring, integrated three-statement models, leveraged buyout analysis, discounted cash flow analysis, & comparable company analysis to evaluate opportunities. F/T. HIG Capital Management, LLC. New York, NY. $215k-$260k/yr. Benefits: Healthcare, paid leave, commuter benefits, retirement saving. CV to ddtyzin@hig.com & ref. #6089. Principals only. No calls/visa sponsorship.

Financial: Kroll, LLC seeks Vice President, Financial Instruments and Technology in New York, NY to build Statistical Models for valuation purposes. Telecommuting permitted. Salary: $152,339 - $172,339 / year. Apply at jobpostingtoday.com Job ID# 87742.

Financial Analyst: Analyze investment, business opportunities; make recommendations to clients; send resume: Dominari Securities, 725 5th Ave; Fl 23, NY, NY 10022 Attn: Soo.

Graphic Designer (NY, NY) sought by graphic dsgn & branding svcs firm to dvlp & execute visual dsgns for digital & print media, incl mktg materials, branding assets, websites, & packaging. Reqs: Bachelors deg in Graphic Dsgn or closely rltd field. Must have proficiency in Adobe Creative Cloud, incl Photoshop, Illustrator, InDesign, AfterEffects, & Premiere Pro; Proficiency in Figma & familiarity w/ Wix for visual & digital layout dsgn. $75,000/yr. Submit resume/letter to: Megan Flood, CEO, Marine Lane, 320 5th Ave, Rm 509, NY, NY 10001. Indicate code GD0726 when applying.

Help Wanted 2600

Hilco Global Capital Solutions, LLC (New York, NY) seeks Manager, IPv4 Lease Operations to be responsible for devlpng & scaling the leasing ops biz unit w/ Hilco Streambank. REQS: Master's dgree or frgn eqvlnt is Biz Anlytics or rltd fld + 2 yrs exp as a Transfer Analyst or rltd occupation. Up to 20% dmstic & intrntnl travel reqd. 20% remote work allowed; must live w/in normal commuting distance of worksite. $150,550/yr. To apply, visit https://hilcoglobal.wd1.myworkdayjobs.com/Hilco_Global_Careers/job/New-York-NY/Manager--IPv4-Lease-Operations_R-100726.

HLW International LLP (New York, NY) seeks Interior Designers - Intermediate. Undr sprvsn of Sr Dsgnr/Dsgn Drctr, mng intrr dsgn scope 15%; Lead intrr dsgn 10%; Dvlp/implmnt intrr dsgn 10%; Prvd dsgn ovrsght 10%; Clnt prsntn 5%; Intgrt intrr dsgn elmnts 10%; Dsgn cnstrctn bdgt/dsgn sched 5%; Revw sbmttl 5%; Mntr jr intrr dsgnrs 10%; Sprt goals 5%; Prosl dvlpmnt 5%; Dvlp dsgn contnt 5%; Dsgn mttv 5%. Lcnse not req in NY as Intrr Dsgnr; No lcns req. $105,400/yr. Req: BA in Intrr Dsgn/Arch/Adptv Reuse/rel/equiv + 5 yrs exp as Intrr Dsgnr/Jr Dsgnr/rel. Mst hve 5 yrs exp (smltns/cncrnt w/ exp req abv) w/ Sprt rnvtn/rfrbshmnt prjct; Dvlp AICAD drwng sts; Prep prsntn mtrls; Sprt finish srcng/furnr slctn; Crt furnr plns; and Use AutoCAD/SketchUp/Revit/Adbe Phtshp/Adbe Indsgn/Adbe Illstr&lvy. Bnfts: Med/dntl/vsn/401K/hldys/PTO. Rsms to resume@hlw.com & must ref ID #4. Emplee may tlcmt but mst rprt to offc as req.

HLW International LLP (New York, NY) seeks Architects - Multiple Positions. Cncpt dvlpmnt, Dsgn/tchncl dcmnttn, Intrnl dsgn chcks, Cnsltnt crdntn, Code/zng rsrch, Cnstrctn admin tsks. $115,800/yr. Req: BA in Arch/rel/equiv + 5 yrs exp as Architct/Assc/Arch Dsgnr/rel. Mst hve 5 yrs exp (smltns/cncrnt w/ exp req abv) w/ Dvlp arch dsgns; Use Revit/Rhino 3D/Enscape/BIM sftwr/Sketchup/AutoCAD/Adb Phtshp/Adb InDsgn/Adb Illstrtr/3D cncptlztn/dcmntn in s/w in all phs. Mst be lcnsd archtct in any US state. Bnfts: med/dntl/vsn/401K/hldys/PTO. Rsms to resume@hlw.com & must ref ID #2. May tlcmt but mst rprt to offc as req.

Horton Lees Brogden Lighting Design Inc. (New York, NY) Sr. Designer, to plan, dsgn, & furnish lighting dsgns through anlss of electrical lighting controls, build modeling sys, & dvlp drawing plans to dsgn an envrmnt that balances aesthetics & dsgn, while simultaneously maximizing sustainability. Reqs: Master's deg or for equiv in Lghtng Dsgn, Interior Des, Archtctrl Engin, Architcture, Interior Archtctre, or rel, plus 1 yr of prgrssvly resp post-bacc exp in each of the follwng: Prdcng high-lvl 3D calcs & dsgn doc using SW prgrms incl: AGi32, Revit, AutoCAD, Adobe Acrobat or Bluebeam, & Photoshop; using industry/luminaire tech best practices, stndrds, prcsses, & prcdrs, consisting of exp in the cstmry prdct distr chains, the luminaire equipmnt/lighting cntrl budgetary prcss (incl knwledge of lghting procurement), and spprt protocols & construction admin. Emplyer will also accpt bach deg or for equiv in any of above or rel fields provided applcnt possesses 3 yrs of prgrssvly resp post-bacc exp in the areas above. WFH allowed 2 days p/wk. Must live w/i commuting distance to the worksite.

Salary $90,700 - $96,700/yr.
Apply at:
https://hlblighting.com/about-us/join-us/job ref #822329960

HR Specialist (New York, NY): Maint talent pool & EE record, Conduct hiring needs analysis. Req: Bach in HRM or a rltd; 2yr exp implementing recruitment, EE eval & comp data analysis; 1yr exp utilizing Workday, Tableau, SPSS & Slack. Salary Range: $58,157-$59,157/yr. Fax resume w/cvr ltr to Clear Laser City LLC at 646-760-3606 Attn: HR

HW Commodity Specialist III (AMZ1531986) (Multiple Positions), Amazon.com Services LLC, New York, NY. Crte & exct sply plnng strtgs for a catgry or dprtmnt to meet cstmr dmnd and cmpny - crtcal inttvs. Req. Mstr's deg or frgn equiv in Engg, Sply Chn Mngmnt, or a rel fld & 5 yrs of exp in the job offrd or a rel occptn. Total compensation company. For more information, visit: https://www.aboutamazon.com/workplace/employee-benefits. Up to 25% int'l & dom travel reqd. Salary range: $162,700 - $220,200/yr. Multiple positions available. Apply Online at www.amazon.jobs, & search by AMZ1531986. EOE

IAM Okta Engineer wanted by GBT US LLC in NY, NY. Review & lead the gathering of biz, functional & tech reqs for establishing an Okta Identity platform. Must have a Bachelor's deg in Comp. Sci. or a rltd field + 5 yrs. of rel. exp. MAY WORK REMOTELY FROM ANYWHERE IN THE U.S. Salary: $189,593-$193,700/yr. e-mail resume to: job.applications@amexgbt.com & refer to Job Req.-J-83854.

IT: American Express Company seeks Managers, Data Science to develop predictive modeling for businesses, incorporating customer behaviors and data granularity. Position requires a Master's degree in Stats, Math, Comp Sci, Eng, Inf Sys, or a rel field, & 2 yrs of exp w/ applying statistical & econometric modeling techniques to solve biz problems in the fin industry. Exp must incl 1 yr of experience w/ each of the following: quantitative, mathematical, & statistical concepts & data processing techniques, incl survival anlys, linear & logistic regression, time series anlys, panel data, decision tree anlys, & multivariate distribution theory; researching & presenting complex statistical concepts to non-technical audiences; application of advanced predictive analytics using large volumes of customer & merchant data; data visualization tools, incl Tableau, database queries, incl SQL, Teradata, & HiveQL; & machine learning techniques, Python, R, & SAS. Telecommuting is available up to 2 days per week. Job Location: New York, NY. Rate of Pay: $112,778.00 - $174,750.00 annually. Any intrstd candidate should snd rsum & cvr ltr identfyng job opp by title to Michael A Biedermann, VP Recruitment, AMEX HQ, 200 Vesey St, New York, NY 10285, MAIL CODE 01-35-01, or https://www.americanexpress.com/en-us/careers/ & enter keyword 26010249. AMEX is an EEO employer- US Job Seekers - Click to view the Know Your Rights poster. If the link does not work, you may access the poster by copying and pasting the following URL in a new browser window: https://www.eeoc.gov/poster. #LI-DNI #FB-DNI #IN-DNI #TW-DNI #GD-DNI #WayUp-DNI and #ZipRecruiter-DNI

IT: American Express Travel Related Services Company, Inc. seeks Senior Software Engineers to serve as a core member of an engineering team to develop digital and automated solutions for our customers. Position requires a Bachelor's degree in Comp Sci, Eng, Inf Sys, or a rel STEM field, & 3 yrs of software design, development, testing, & implementation exp. Exp must incl 1 year w/: Agile, algorithms, API, API Rest, data structures, distributed systems, J2EE, Java, JavaScript, JDBC, JSON, JUnit, Log4j, Maven, multi threaded programming, object-oriented programming, Oracle, RDBMS, relational databases, SOAP APIs, SOAP web services, Spring, Spring framework, Spring MVC, SQL, Unix, Unix platforms, & XML. Telecommuting is available up to 2 days per week. Job Location: New York, NY. Rate of Pay: $131,997.00 - $215,250.00 annually. Any intrstd candidate should snd rsum & cvr ltr identfyng job opp by title to Michael A Biedermann, VP Recruitment, AMEX HQ, 200 Vesey St, New York, NY 10285, MAIL CODE 01-35-01, or https://www.americanexpress.com/en-us/careers/ & enter keyword 26010214. AMEX is an EEO employer- US Job Seekers - Click to view the Know Your Rights poster. If the link does not work, you may access the poster by copying and pasting the following URL in a new browser window: https://www.eeoc.gov/poster. #LI-DNI #FB-DNI #IN-DNI #TW-DNI #GD-DNI #WayUp-DNI #ZipRecruiter-DNI

IT: Two Sigma Investments, LP seeks Softw Engr in NY, NY. Incls but not limited to: Dvlp & enhnc new & enhance existing quantitative modeling, optimization, & execution softw technology for equities, futures, foreign exchange, fixed income, & derivatives. Co. "Hybrid" work attendance policy: In-office work attendance req'd at aforementioned office address for collab days based on each team's req'mt; telecommuting / working from home permissible for remainder of same month. Must have Bachelor's or equiv in CS, Sys's Eng'g, Electrical Eng'g, or rel field. Position does not req specific yrs' exp but req's listed skills. Skills req'd incl but are not limited to: Must have exp w/ relational dbases, incl query & manipulation of dbases using SQL. Employer will accept any amount of exp w/ req'd skills. Rate of pay: $165,000-$225,000/yr (may also be elig for other forms of compensation & bnfts). For specific job duties, req'mts & bnfts, & to apply, visit https://careers.twosigma.com, & apply to Job #14110 or send resume to TS/HR Dept., Two Sigma Investments, LP, 100 Avenue of the Americas, 16th FL NY, NY 10013 & ref Job #14110.

Help Wanted 2600

IT: American Express Travel Related Services Company, Inc. seeks Senior Managers, Digital Product Management to support the development of software products in alignment with business objectives and create business and technical documentation as required by the development lifecycle. Position requires a Master's degree in Comp Sci, Eng, Inf Sys, Biz Administration, or a rel field, & 2 yrs of exp leading large-scale product development projects through all phases of the sys development lifecycle. Exp must incl 2 yrs of exp w/ each of the following: product design & development; biz sys anlys, incl reqs anlys & definition; root cause anlys, developing biz process flows, & designing, building, & testing app code; monitoring & improving sys for fin products; defining, measuring, & reporting Key Performance Indicators (KPI) for delivered products; leading & influencing development partners in a cross-functional environment; & Agile rapid app development, Confluence, Jira, MS Excel & SharePoint, Scrum methodologies, & User Acceptance Testing (UAT). Telecommuting is available up to 2 days per week. Job Location: New York, NY. Rate of Pay: $131,997.00 - $215,250.00 annually. Any intrstd candidate should snd rsum & cvr ltr identfyng job opp by title to Michael A Biedermann, VP Recruitment, AMEX HQ, 200 Vesey St, New York, NY 10285, MAIL CODE 01-35-01, or https://www.americanexpress.com/en-us/careers/ & enter keyword 26010953. AMEX is an EEO employer- US Job Seekers - Click to view the Know Your Rights poster. If the link does not work, you may access the poster by copying and pasting the following URL in a new browser window: https://www.eeoc.gov/poster. #LI-DNI #FB-DNI #IN-DNI #TW-DNI #GD-DNI #WayUp-DNI #ZipRecruiter-DNI

IT: Markit North America, Inc. seeks a Product Specialist, IT Service Operations in New York, NY to provide support and consultancy services to clients for resolution of software and data issues. Hybrid work schedule. On days not in office, telecommuting permitted within normal commuting distance of New York, NY office. REQ: Bachelor's degree in Electronic Engg, Info Sys, Comp Sci plus 5 yrs exp w/ corporate actions lifecycle. Anticipated base salary range is $150,550 to $206,250. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to PeopleMovementSupport@spglobal.com, ref #330801 (Product Specialist, IT Service Operations).

IT: S&P OpCo LLC seeks a Manager, Cloud Engineering in New York, NY to engineer storage solutions and content replication to meet performance requirements. Telecommuting permitted from anywhere in U.S. REQ: Bachelor's in Comp Sci, Info Tech, or related IT field plus 5 yrs exp w/ data centers and deployment of large-scale IT infrastructure. Anticipated base salary range for position is $190,735 to $206,350. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to PeopleMovementSupport@spglobal.com, ref #330799 (Manager, Cloud Engineering).

IT PROJECT MANAGER: Degree in eng/comp related field. MS (2YRS) or BS (5YRS) expr. in project/program mgmt. Position requires the ability to create strategies for technology roadmap with stakeholders & end-users; participate in design & code reviews; work on business portfolio expansion including developing client relationships, recommend improvements to tools & tech; develop good business operations strategies to add value & work closely with stakeholders; Work on end-to-end QA activities; manage cross-functional teams; Technical skills in project management tool (MS Office, Project, Visio, SharePoint, MS Azure, ADP, Project), Scrum/Agile methodologies, AI & ML. Travel/Reloc. Wages: $150,500 plus standard company benefits. Resumes to: Global Mobility, Ascendion Inc., 110 Allen Road, Basking Ridge, NJ 07920 (Ref: SM01)

IT: USP Component Application Development & L3 Application Support sought by CLS US Services Inc. in Iselin, NJ to assume end-to-end ownership of assigned application components within the CLS USP, including integration of legacy, existing, & new applications into a unified platform. Telecommuting may be permitted as per organization's hybrid working guidelines. When not telecommuting, must report to CLS US Services, Inc., 101 Wood Ave South, 2nd Floor, Iselin, NJ 08830 Salary: $189,592-204,300/yr. Email resume to hrss@cls-services.com. Must specify Ad Code 5YAM

IT Consulting Co. (Edison, NJ) seeks Software Developer to analyze, design, develop, and implement web based applications utilizing experience in GENESYS tools along with .Net Composer, Voice multimedia, C#, ASP.NET, IIS Tomcat & databases technologies. Prepare functional and technical specifications, create & perform various types of tests and generate customized reports & troubleshoot application issues. Salary: $103,210.00 to $139,080.00 /year. +Health Insurance/PTO. Send resumes to HR, IntuPoint, Inc. d/b/a Pointel, Inc. at askhr@pointel.com.

Alvarez & Marsal has multiple positions available in New York, NY. Refer to Job# & apply online at www.alvarezandmarsal.com: Senior Associates w/ Alvarez & Marsal Transaction Advisory Group, LLC (Job#: 202603114): Assist w/ core financial due diligence. Salary: $147K; Managers w/ Alvarez & Marsal Tax, LLC (Job #: 202602954): Wrk w/ Glbl Trnsctn Tax team in prvdg prctcl tax advice to corp & PE buyers. Salary range: $147K-$150K. An EOE/AAE employer.

International Tax Analyst @ Bloomberg LP (New York, NY) F/T. Prpare & rview frgn tx rtrn wrk pprs & ensr thre is pror dcmntaton; rvw tx rtrns prprd by tx advsrs, prpar tx pymnts, cordint with trnsfr prcng tem on icl rqurmnts, & rview tx adit inqurs. Pston rqures a mstr's deg or the frgn equvlnt in Acuntng, Accuntng Anlytcs, Txatn, Busnss Adminstrtn, or rltd & 1 yr of exp in the jb offrd, Tx Assoc., or rltd. Mst have 1 yr of exp in ech of the fllwng skls: Microsoft Office Suite; Income tax preparation and analysis; Tax provisions preparation; Understanding of accounting journal entries; Financial information analysis; Research tax issues; and Project Management. Rte of pay: $97,500 - $110,500 / yr. Snd resume to Bloomberg HR at recruit2@bloomberg.net. Indcte (B131-2026). EOE.

Nomura Securities International, Inc. (NY, NY) seeks Associate. Reqs MS in Ecnmcs, Finance or Mgmt +2yrs of exp in pos offrd or anothr Assoc pos in invstmnt bnkng or instituti securities. All reqd exp mustv incld cvrng US invstrs incl emrgng mrkts fnds, hdge fnds & asst mgrs; dvlpng strng rltnshps w/ instituti clnts & prvdng gdnce & recmndtns on invstmnt opprtnties in APAC mrkts; prfmng rsrch & anlys on eqty mrkts usng Blmbrg, FactSet, Wind; cndctng fncl modeling in Excel for fncl stmnt anlys/accntng & rtng anlys; orgnzng invstr mtngs to cnnct instituti invstrs w/ listd cmpnies; & wrtng mrkt commntry & anlys on ovrnight APAC mrkts to prvde insights & cntxt. FINRA lcnses (SIE, Ser 79TO & Ser 63) reqd. Must be wling to trvl dmstclly 15% of time for cnt & mgmt mtngs. #LI-DNI. Salary: $200,000-$210,000/yr. Email res to rashelle.skinner@nomura.com. Ref. #01964.

Investment Banking Associate - Technology at Cantor Fitzgerald & Co. (New York, NY): Coordnatn of various processes, incldng cptl raises and advsry trnsactns. Req. bach deg. or foreign equivalent in Finance, Economics, Business plus two (2) yrs of exp in a financial or Investmnt Anlyst role. $150K -$225K. Apply online & view full ad by searching Job ID 249321 at: https://hdow.fa.us6.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX_1003

Ipsos MMA seeks Managers, Analytics in New York, NY to diagnose solutions to key challenges and develop roadmaps to support solutions. Telecommuting 1x/week. $105,000-140,000/year. Apply @ www.jobpostingtoday.com Ref #60574.

IT Advisor, Technology Consulting - Oracle Services - Oracle Finance - Manager (Multiple Positions) (1729654), Ernst & Young U.S. LLP, Iselin, NJ. Advise clients on how to understand, architect and implement the core applications and technology required to run their business. Requires travel up to 80%, of which 20% may be international, to serve client needs. Employer will accept any suitable combination of education, training, or experience. $189,592.00 per year. For complete job description, list of requirements, and to apply online, go to: ey.com/en_us/careers and click on "Careers - Job Search", "See All", then "Experienced Professionals" (Job Number - 1729654).

Help Wanted 2600

JAVA Developer: Degree in comp/eng related, MS (2YRS) or BS (5YRS) of expr. working on JAVA/J2EE appl, SDLC, object-oriented & Agile methodologies (Scrum & Kanban). Ability to manage multiple projects from start to delivery, strong expr. in cloud computing (AWS, Azure); SOA & Saas; CI/CD concepts & tools (Maven, Jenkins, IntelliJ, Eclipse, Github, Postman); Databases (Oracle, MongoDB & SQL Server), strong communication, analytical & problem-solving skills. Travel/Reloc. Wages: $189,600 plus standard company benefits. Resumes to: Senior Manager- Global Mobility, Ascendion Inc., 110 Allen Road, Basking Ridge, NJ 07920 (REF: KG01)

Johnson & Johnson Health Care Systems Inc. seeks Compliance Specialist IV in New Brunswick, NJ. Develop, execute, and oversee Quality and Compliance (Q&C) programs for Med Tech US field inventory within the North America Region, including Field Inventory Locations (FIL), Field Sales Offices, Loaner Sites, and Distribution Centers (DC). May telecommute. Up to 20% domestic travel required. $134K-$148K/year. To apply, send resume to jkim6240@its.jnj.com, refer to Job code A011.7404.7

Kenvue Brands LLC seeks Mgr HCP Med Affairs Self-Care N Am in Summit, NJ. Establish a sci-led, non-promot'nl engagement model, distinct frm mktg-driven hlthcare professional interactions, to uphold medical integrity & foster trust w/ the medical community. May telecommute per co's policies (hybrid). $150k - $170k. Send resume to resumes@kenvue.com & refer to #8378.22.

KLG Contracting Inc. seeks Operations Research Analyst - Financial & Project Analytics in Astoria, NY. Analyze project profitability, costs, budgets, forecasts, vendor pricing, job cost allocation, and financial data; create reports and dashboards using Power BI. Requires Master's in Finance, Accounting, Economics, or Mathematics, plus knowledge of data analysis, financial modeling, data processing, financial/project management systems, and data visualization tools. Salary: $95,000/year. Send resume to KLG Contracting Inc., Attn: Lefteris Kambanis, 18-46 45th St, Fl2, Astoria, NY 11105

Lead Machine Learning Engineer (The Prudential Insurance Company of America, Newark, NJ) Design and develop machine learning models and algorithms. Telecom. permitted up to 100%/week. Candidate may work and reside from anywhere in the U.S. Full-time. $197,700.00 per year. Benefits incl. medical, dental, PTO & more. Domestic travel required up to 10%. For complete job description, list of requirements, and to apply, go to: "https://bit.ly/3QZxXo7". Should you have any difficulty in applying for this position through our website, please contact Ramona.wallace@prudential.com for assistance in the application process.

Lead Data Scientist (The Prudential Insurance Company of America, Newark, NJ). Develop and implement data science methods for prediction and optimization of business processes, including using statistical modeling, programming languages, and cloud-based technologies. Telecom. permitted up to 2 days/week. Full-time. $143,900.00 per year. Benefits incl. medical, dental, PTO & more. Apply online at: "https://bit.ly/4vtP0t2". Should you have any difficulty in applying for this position through our website, please contact Ramona.wallace@prudential.com for assistance in the application process.

Lead- Software Engineering -Index Development w/ The Nasdaq Stock Market LLC (NY, NY). Revw system reqmts & business processes. Positn reqs a Bach's deg or foreign equiv in Comp Sci, Comp Engrng or in a reltd field & 3 yrs of exp as a Sftwr Dvlpr or Advisor or in a similar role, designg, architectg & devlop cloud computg techniqies in the financl or bankg sector. Salary range: $136,660 to $191,000, Resumes to usimmigration@nasdaq.com, Ref. code LSEIDNY6316.

Lead Security Engineer (Multiple Positions Available) - New York, NY. Provide security solutions across a number of domains in the core platform. Sal. range: $221,000 - $260,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210771764. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com.

Lead Professional Services Engineer, Actimize (Actimize, Inc.; Hoboken, NJ): Develop and implement Expression Language for proprietary application to support business requirements and processes. Telecommuting permitted pursuant to company policy. Salary: $131,997 to $160,265/per year. Standard benefits apply. To apply, send resume to marian.alvarado@nice.com. Ref 00099685.

Lyft, Inc. has an opening for a Data Scientist in NY, NY - hybrid work schedule. Req: master's + 1 yr. $129,709 - $192k/yr. EOE/AAE. Email resume to lyft.opportunities@lyft.com, ref job code: #2510DS.

Magnite seeks Staff Engineers in New York, NY to participate in the design and development across the team's various real-time data pipelines for data delivery. $189,592/year. Telecommuting permitted up to 3 days/wk. Apply @ jobpostingtoday.com Ref #48200.

Manager, Data and Analytics — Analytics Technology, PricewaterhouseCoopers Advisory Services LLC, Florham Park, NJ. Help clients extract insights from current industry and sector trends to drive business results using a broad range of analytics tools. Req Bach's deg or frgn equiv in Comp Sci, Fnncl Maths, Comp Engg, Info Systms Mgmt, Bus Admin, or a rel fld, + 5 yrs of pst-bach's, prgrssv rel wrk exp; OR Mstr's deg or frgn equiv in Comp Sci, Fnncl Maths, Comp Engg, Info Systems Mgmt, Bus Admin, or a rel fld, + 3 yrs of rel wrk exp. 50% telecommuting permitted. Must be able to commute to the designated local office. Domestic and/or international travel up to 80% is required. Mult. Pos. avail. Sal. range: $96,000 - $213,000/yr + may be elig. for ann. discr. bonus. Benefits incl.: med., dent., vis., 401k, hol, pay, vaca, & more. Info: https://pwc.to/benefits-at-a-glance. Please apply by sending your resume to US_PwC_Career_Recruitment@pwc.com, specifying Job Code NJ4963 in the subject line.

Senior Manager, Inventory Management & Systems for Chanel, Inc. (NY, NY). Dvlp &execute strategies for efficient inventory deployment across all Networks for Watches (<$50k) & Precious Jewelry. Min. Req: Bach deg in Industrial engg, supply chain mgmt, or rel field w/ 2 yrs of exp in Inventory mgmt (Allocation & replenishment), system integration project mgmt, or S&OP (Sales & operation planning) processes. Sal: $169,270 - $175,000/yr. Send resumes to Resumes@chanel.com. Ret. job code "WIS2026". Chanel, Inc. is an Equal Opportunity Employer. EOE M/F/D/V

Senior Manager, Basketball Strategy & Operations Manager for National Basketball League (NY, NY). Job Duties: Mng the day-to-day responsibilities of NBA Launchpad, the league's platform focused on sourcing, evaluating, & piloting emerging techs that advance the NBA's top priorities. Reqs: Bach deg or foreign equiv in Bus, Econ, Social Analysis & Research, Engg, or a rel field & 2 yrs of exp in mgmt consulting, corporate strategy, private equity, or a rel field. Sal: $85,000/yr - $155,000/yr. Send resume to jobs@nba.com & ref job code "BSOM2026"

Manager: Ralph Lauren Corp seeks Sr. Manager DTC Operations & Support (NY, NY) to act as owner for operational support status of all global ecommerce sites including related internal & third-party applications & services that support the ecommerce platform. Limited evening and weekend work is required. Part-time telecommuting permitted. Salary: $150,550 - $165,000/yr. Apply at https://careers.ralphlauren.com, Job Ref # 5581666.

Market Risk (Multiple Positions Available) — New York, NY. Set and monitor the risk limits in accordance with the risk appetite of the Firm and manage discussions with trading and senior management regarding any action to be taken. Sal. range: $188,176 - $215,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210771193. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com

Marketing Analytics Managers, Boonton, NJ: Plan and oversee multi-channel marketing campaigns (SEO, ads, social media, digital, content, email, events, traditional media). Work with Large Language Models (LLMs), implement AI-driven marketing strategies, and design workflow orchestration. Salary: $156,894 - $157,000/yr. Standard Company Benefits. Send res to: Summit Rx Inc at summitrx11@gmail.com

Help Wanted 2600

Marketing: Regeneron Healthcare Solutions, Inc. seeks an Assoc Director, Sales Forecasting & Analytics (Sleepy Hollow, NY) to generate, analyze, track & disseminate commercial revenue forecasts, analyze actual sales perfrmnc & provide rltd insights for our marketed & new Oncology prdcts. Req's Bach degree in Finance, Econ, Health & Data Sci, Pharma Sci or rltd & 8 yrs of progrssv, rlvnt exp incl sales frcstng exp in biotech/pharma indstry. Mst have exp w/: Dvlpng & maintaining patient based frcstng modls using epidemiology data for biotech & pharma prdcts; Creatng profssnl prsntations in MS PwrPoint, incl trnsfrmng financial data into clear, visually cmplng slds & graphcs, & using data vis tools like Pwr BI or Tableau; Adv MS Excl mdlng skls for bldng Commrcl & lng-trm forcst modls; Mnplting raw data to intrprt rslts & prvd anlyss & insights, using tools like SQL; Using extrnl pharma sales-rltd data srcs such as IQVIA, Komodo, & HUB; Frcstng for both pre-launch & in-line prdcts, Suportng prdcts in Onclgy or Rare Disease, dmstcally & abroad; Grss-to-Net accrlng & rprtng; Prdctv Mdlng to dvlp & implmnt statistically drivn, trnd-based frcsts; Creatng short-term frcsts (wkly/mnthly) for tactical planning & multi-yr long trm frcsts for strtgic planning; Post launch prfrmnc trckng & variance anlyss; Bldng scnrio-based frcsts, anlytcs, & diagnstcs to quantify rsks & provd rsk-mgmt guidnc; Wrkng acrss prdct lifecycle stgs incl pipeline, launch, in-line, & LOE; & Incrprtng pricing, gross to net & access dynmcs in buy-and bill settngs. 10% dom trvl req'd. Salary range: $157,300 - $256,600/yr. Apply at https://careers.regeneron.com, ref code R46275.

Mediamath Acquisition Corporation ("Mediamath") is a wholly owned subsidiary of TrueX d/b/a Infillion, has the following degreed/exp. position(s) available in New York, NY: Staff Software Engineer - Telecommuting permitted: 40 hrs/wk; $190,000 - $205,000/yr. Email CV w/ Ref# NT-MAC to Sean.little@infillion.com.EEO

Metropolis Employee Services seeks Sr Data Analyst in New York, NY to develop & implement analytics apps to transform raw data into meaningful information & extract & analyze information to drive data strategy for key business teams. Salary: $170,000 to $175,000/yr. Send resume: recruiting@metropolis.io. Must ref. job code SY.

Model/Anlys/Valid Officer for Citigroup Global Markets Inc. (NY, NY) Apply mathematical theories & no-arbitrage pricing techniques to develop, maintain & enhance the quantitative models used for pricing & risk for the Muni Derivatives business & Spread Products Solutions business. A telecommut/hybrid work sched may be permitted w/in a commutible distance from the worksite, in accrdnce w/ Citi policies & prtcls. REQS: Master's deg, or frgn equiv, in Math, Physcs, Comptatnl Sci, Quantity & Comptatnl Financ or rltd quantatv fld & 3 yrs of expr as a Quantatv Anlyst, Financl Anlyst, or rltd postn invlvng softwr dvlpmnt & anlysis for financl indstry. 3 yrs of exper must incld: Java, Pythn, SQL, Sybase, DB2; Data anlysis & reconcltn; Applctn dvlpmnt & Proft & loss attrbtn anlysis. Slry rng: $225,000 to $250,000/yr; 40 hrs/wk. Applicants submit resumes at https://jobs.citi.com/. Please reference Job ID #26978056. Citi offerings may include discretionary incentive & retention awards for eligible employees. Citi also offers competitive benefits. See citibenefits.com. EO Employer.

Nelson/Nygaard Consulting Associates, Inc. DBA Nelson\Nygaard seeks Associate Data Scientist in New York, NY to assist in developing predictive models, automating data collection processes, and ensuring data quality and integrity. Telecommuting permitted. $109,491 - $121,000 per year. Apply at www.jobpostingtoday.com Ref #52093.

Operations Research Analyst wanted by Formosa Plastics Corporation, USA in Livingston, NJ. MS in Operations Research or Data Science w/ 1 yr exp in quantitative data analysis & supply chain. Must know ERP, supply chain KPI, Python, data mgmt, statistical inference, R, big data, SQL, Spark, Hadoop MapReduce, relational database, sampling techni, Random Forest Models, Clustering, Anomaly Detection, K-means, machine learning, Logistic Regression, Neural Networks, Time Series, nonlinear optimization, Stochastic Programming, data mining, visualization, Power BI, Tableau. Duty: Apply math modeling & statistical analysis to optimize performance; Analyze datasets to enhance operational reliability & cost performance; Establish statistical modeling of mechanical asset to enhance equipment lifecycle performance; Dvlp asset damage mechanism & corrosion analysis; Dvlp model to support production scheduling, maintenance optimization & supply chain coordination; Design KPI statistical model; Validate predictive & optimization model ensuring data integrity. Salary: $100921.27/yr. Benefit: 401(k) & 401(k) match, health & dental & vision insurance, pd time off. Resume to employment_corp@fpcusa.com using subject line: Job: # RH-ORA/FPCUSA.

Operations Manager (A.C.E. NY Sales Inc d/b/a Window & Door Pro, Brooklyn, NY) Prep co. reports & track & report progress. Manage co. accts, incl customer invoicing, bank acct reconciliation, & subcontractor & supplier payments. May work remotely. $99,466.00/yr. Std. co. benefits. Reqs a Bachelor's deg in any quantitative or technl field & 2 yrs of oper'ns exp. Send resumes to chris@windowdoorpro.com

Low Vision Optometrist. Bronx, NY. Diagnose, manage & treat conditions & diseases of the human eye & visual system. Provide specialized low vision care to legally blind & visually impaired patients. Provide optometric & low vision training to optometry & ophthalmology residents. Doctor of Optometry degree & certification of completion of residency training in Low Vision Rehabilitation req. Four years exp. as Low Vision Optometrist or Director of Low Vision Services req. Must qualify for NYS Optometry License. Annual Salary: $165,000. Email resume to BronxCare Health System, mflouma@bronxcare.org, Attn: Michele Floumoy, Applying for Low Vision Optometrist.

Palantir Technologies, Inc. seeks Deployment Strategist (#3728) in New York, NY. Define data requirements and gather and validate information, applying judgment and statistical tests. Travel required. Partial telecommuting permitted. Salary range $150,000.00 to $190,000.00/yr. Email resume to: GM-SA-PaLJobs@Palantir.com. Must reference Deployment Strategist/ #3728. EOE.

Palantir Technologies, Inc. seeks Forward Deployed Engineer (#3944) in New York, NY. Modify existing software to correct errors, allow it to adapt to new hardware, or to improve its performance. Domestic travel required. Partial telecommuting permitted. Salary range $140,000.00-$180,000.00/yr. Email resume to: GM-SA-PaLJobs@Palantir.com. Must reference Forward Deployed Engineer/#3944. EOE.

Persistent Systems Limited, DBA Persistent Systems Limited, USA Branch has openings for Solution Architect in Bridgewater Township, NJ (Architect, Develop & Analyze software solutions). Salary: $189,592.00/Year. Req. Bachelor's or foreign equiv. in CS, CIS, IT, MIS, Engg. (Any) or any rel. field + 5 yrs. of exp.in the job offered or rel. Travel and reloc. reqd. To apply, please send resumes to Corporate VP, 100 Somerset Corporate Center, Bridgewater Township, NJ 08807.

Platform Engineer III (Multiple Openings), Chicago Mercantile Exchange, Inc., New York, NY. Develop, design and maintain automation tools and orchestration. Build and improve tools for users to understand and analyze the health and operations of large-scale data-intensive systems. Monitor the performance of infrastructure and develop automated solutions to address issues. Requires a Master's degree+ 1yr of experience. Telecommuting permitted on a hybrid schedule as determined by the employer. Salary: $131,997 to $189,600 /yr. Standard Company Benefits. To apply, visit https://www.cmegroup.com/careers.html Must reference job 34659.

Portfolio Trading (Multiple Positions Available) - New York, NY. This position requires up to 20% domestic and international travel for visiting clients. Structure and price lists of OTC fixed income securities. Sal. range: $285,000 - $285,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210771525. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com.

Principal, Strategic Clients & Integrations (Cassini Systems Inc; NYC): manage large & strategic Client Services projects. Based @ NYC office; hybrid telecommut'g w/in commutable dist. OK pursuant to co policy. Up to 5% dom. travel for client visits may be req'd. Min Reqs: Bach or for. equiv. in Fin., Bus. Mgmt or rltd fld +2yrs exp. in client delivery eng'g for fintech svcs +addl reqs. Sal: $127,234-$175,000/yr. Apply: https://cassini.bamboohr.com/careers/132 or send resume to Kirsty Slade, HR Mgr at hr@cassinisystems.com. Ref# 00080716. An EOE.

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Help Wanted 2600

Product Delivery (Multiple Positions Available) - Jersey City, NJ. This position requires up to 10% domestic and international travel to JPMC offices. Formulate execution strategies & propose innovative approaches to implement new regulations & model changes. Sal. range: $150,301 - $197,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #:210769770. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.

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We offer a competitive total rewards package including base salary determined based on the role, experience, skill set, and location. For those in eligible roles, discretionary incentive compensation which may be awarded in recognition of individual achievements and contributions. We also offer a range of benefits and programs to meet employee needs, based on eligibility. These benefits include comprehensive health care coverage, on-site health and wellness centers, a retirement savings plan, backup childcare, tuition reimbursement, mental health support, financial coaching and more. Additional details about total compensation and benefits will be provided during the hiring process. In addition, please visit:

https://careers.jpmorgan.com/us/en/about-us.

Product Manager (Multiple Positions Available) - Jersey City, NJ. Oversee the product strategy, vision, and roadmap for enterprise data products supporting transaction intelligence use cases. Sal. range: $241,925 - $241,925 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210770120. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.

www.jpmorganchase.com

We offer a competitive total rewards package including base salary determined based on the role, experience, skill set, and location. For those in eligible roles, discretionary incentive compensation which may be awarded in recognition of individual achievements and contributions. We also offer a range of benefits and programs to meet employee needs, based on eligibility. These benefits include comprehensive health care coverage, on-site health and wellness centers, a retirement savings plan, backup childcare, tuition reimbursement, mental health support, financial coaching and more. Additional details about total compensation and benefits will be provided during the hiring process. In addition, please visit:

https://careers.jpmorgan.com/us/en/about-us

Product Analyst Specialist w/Adenza, Inc. (New York, NY). Assist the clients in implmntng proprietary sftwr solutns as part of an implmntatn team. Positn reqs a Bachelor's degree or foreign equiv in Comp Engrng, or a reltd quantitatv field & 5 yrs of exp as a Software Developer, Consultant or in a similar role, wrkg w/ reportg, dshbrds, data analytics and ETL/Data Federation technlgies. Telecomm positn w/ no geographic limitatn as long as wrkr is based in the U.S. Salary range: $156,645 - $160,000. Resumes to usimmigration@nasdaq.com, Ref. code: PASNY4361.

Help Wanted 2600

Product Director (Multiple Positions Available) - New York, NY. Drive the development & execution of innovative digital product solutions, owning the strategic product development roadmap to ensure alignment with firmwide objectives & key results (OKRs). Sal. range: $241,925 - $285,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210769805. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.

www.jpmorganchase.com.

Product Manager: Paxos Technology Solutions seeks Product Manager in NY, NY. Own roadmap for defined product area, breaking work into clear milestones & shipping high-quality features on time. Telecommuting permitted. 5% domestic travel. $172k-$232k/yr. Apply: jobpostingtoday.com/ Ref #21815.

Project Manager needed by Scientific Electric Co., Inc (Bronx, NY): Manage electrical construction projects from pre-construction through closeout, incl schedl'g, budgeting, & resource planning; coord w/ contractors, engineers, subcontractors, & clients; review drawings & specs to prep takeoffs, cost estimates, & bid proposals; track project financials & progress, ensure compliance w/ NEC/NFPA codes, supv personnel & subcontractors for qlty & safety. Utilize s/ware Bluebeam, Accubid, Primavera P6, & AutoCAD. Salary: $131,830/yr. Resume: OFFICE@SCIENTIFICELECTRIC.COM

Project Manager (New York, NY): Oversee construction proj. planning/delivery. Organize logistics, delegate work & track spending. Software proficiency in Procore. Experience estimating & scheduling req'd. Salary: $119,496/yr. Reqs: Master's degree in Engineering/foreign equiv. Mail CV to Affect Build, 389 5th Ave, Ste 504, New York, NY 10016. Attn: C. Egan, Principal.

Project Controls Professional Career Level at Jacobs Engineering Group, Inc., NY, NY: set-up, monitor, and report earned value measurement systems for projects. 15% domestic travel. Salary: $150,301 - $196,975/year. Apply at: https://careers.jacobs.com/. Req# 42227.

Help Wanted 2600

Quantitative Researcher (New York, NY): Work directly with a Quantitative Portfolio Manager to support an investment team by conducting quantitative research and analysis relating to equity trading, equity alpha generation, and portfolio construction. Develop intraday trading strategies and execute equity trading. Develop broad-based statistical arbitrage alphas and trading strategies. Work with quantitative research: systematic trading, systematic equities; developing and conducting quantitative research and statistical analysis for equity alpha generation and portfolio construction, designing, backtesting, and evaluating statistical arbitrage signals/strategies using rigorous research methodologies; developing and supporting intraday trading strategies and execution-oriented research, incorporating practical trading constraints; programming in Python to build and implement mathematical/statistical models and research tools for equity trading and alpha generation; SQL to extract, join, and analyze large-scale market and trading datasets; equity trading and market microstructure, including use of flow data and transaction cost analysis (TCA) concepts to assess implementation costs (slippage/market impact); and, cloud computing capabilities to support data-intensive quantitative research workflows. Reqs. Master's degr + 3 yrs of exp. Salary Range: $150,000.00 - $225,000.00 per year. Email resume to HRRecruiting@bamfunds.com or mail resume to Hannah Ogron, Balyasny Asset Management, L.P, 444 West Lake Street, 50th Floor, Chicago, IL 60606. Must Ref# AL43BAMNY. No phone calls.

Real Estate Acquisition Analyst (NY, NY). Prepare investment memos & investment reports for lenders & investors. Participate in underwriting/structuring of creative financial solutions. Perform location, market, property, tenant, economic research for RE transactions. Analyze & interpret real estate source docs, incl operating statements & budgets. Resp for developing & maintaining client relationships. Identify critical property level financial issues & make recomms to clients to maintain budgetary compliance. Provide support of financial underwriting assumptions. Req: Master's Degree in Real Estate Development and 12 mos exp in an acquisition analyst role, development analyst role and/or residential brokerage role, or rltd. Salary: $118,248/yr. Resumes to: Evoke Living LLC, jacky.he@evokelivings.com.

Help Wanted 2600

Recruitment Team Leader @ Bloomberg LP (NY, NY) F/T. Mng exp'd recruiting team covering Fin. Sols for Americas. Req's Bach deg or foreign equiv in HR Mgmt., Bus Admin, or rel. & 4 yrs. exp. in job offrd or HR Spclst, Recruiter, Sourcer, or rel. In lieu of Bach deg will accept 2 add'l yrs. of exp in job offrd, HR Spclst, Recruiter, Sourcer, or rel. Must have 2 yrs. exp. in ea. of foll. skill: Implementing change and talent management initiatives; Recruitment and retention; Sourcing strategies; Sourcing external networking tools, jobsites, and other search techniques; Capture and organize candidate and competitor data; Mapping new markets and producing competitor intelligence data reports; and Onboarding and hiring diverse talent. Emp will accpt any suitble combo of edu, trning or exp. Rte of pay: $200,000 — $220,000/yr. Snd resume to Bloomberg HR at recruit2@bloomberg.net. Indicate B129-2026. EOE.

Registered Dental Hygienist sought by Jenny M Lee DDS PLLC in New York, NY to administer oral hygiene care to patients. Minimum of Associate's degree or foreign equivalent in Dental Hygiene or rltd + 2 yrs exp in job offered or rltd occupations required. Registered Dental Hygienist (RDA) & Certified Dental Assistant (CDA) certifications required. Interested candidates should send email to jennylee@jennymleedds.com. Ref job code: C8060-01691 ($100,818 to $101k/yr + standard corporate benefits)

Rockline Industries, Inc. seeks a Quality Assurance Engineer — NJ in Montville, NJ to recommend & dvlp Quality Mgmt System components to include environmental monitoring. 5% Domestic travel throughout the U.S. Rockline Industries offers a competitive total rewards package dsgnd to support the well-being, growth, & financial security of our associates. Our benefits include comprehensive health, dental, & vision coverage, retirement savings w/ company match, paid time off, & a wellness program. We are committed to fair and equitable pay practices, ensuring compensation aligns w/ skills, exp, & market standards. $129,251 to $150,500 pr yr. Apply at www.jobpostingtoday.com Ref #37974

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Help Wanted 2600

Schrodinger, Inc. seeks Senior Systems Engineer I (NY, NY) Req: Bach in CS, Comp. Engg, or rltd + 5 yrs (or Master's +3 yrs) exp as Systems Administrator/Engr/Analyst, Server Engr, or rltd role involving HPC. Must have min 3 yrs. exp. in: Taking full responsibility for planning, execution & delivery of engg features/epics/project deliverables; Peer code review & mentorship; Using Ansible, Terraform/AWS Cloud Formation to define, deploy & maintain infrastructure; Identifying manual infrastructure configurations & proactively converting them to automated IaC solutions; Optimizing IaC for speed, completeness, idempotency & maintainability; Designing & implementing moderately complex systems & architectures; Utilizing Linux/Unix Systems Administration to perform daily system admin tasks; Utilizing Bash & Python to automate repetitive cluster mgmt. tasks, write monitoring scripts & develop custom tools; Supporting computational chemistry and molecular modeling software; Translating scientific reqs into HPC infrastructure needs; Using profiling tools & system logs to diagnose hardware, network & sftwre problems affecting large-scale workloads; Involvement in lifecycle planning of servers; Conducting cost-performance analyses; Bldg, upgrading & maintaining HPC sftwre stacks; & creating & maintaining internal HPC documentation, guides, & troubleshooting playbooks. May work remotely but must report to NY, NY office 2x/wk. Salary is $152,652 to $163,900/yr. Send resumes to apply@schrodinger.com ref: 625847. Direct apps only.

Securities Quantitative Analytics Associate, Wells Fargo Bank, N.A., New York, NY: Develop, implement, & calibrate various analytical models. Position requires a PhD in Physics, Stats, Math, or rltd quant field plus 1 yr of exp in the job offered or in a rltd quant analytics role. Telecommuting is permitted up to 2 days a week. Position must appear in person to the location listed as the work address. Salary: $142,000 - $224,000. To apply, send resume to recruiter_inbox@wellsfargo.com & reference Requisition # 001924 in the subject line.

Senior Assurance Manager @ BDO USA, P.C. (New York, NY) F/T. Dvlp suggestns to imprv clnt intrnl cntrls & acctng procdurs. Dmstc trvl rqrd up to 10% of time to vrs unanticptd clnt sts & BDO ofc lctns rndmly. Mstr's (or frgn eqvlnt) in Acct, Tx, Bus Admin, Fin, or rltd pls 1 yr of exp job offrd, or as an Audtr, or rltd occpn. Altrntvly, the ER wil acpt Bchlr's (or frgn eqvlnt) in Acct, Tx, Bus Admin, Fin, or rltd & 5 yrs of prgrsvly resp exp. Mst have exp in ea: Rslvng cmplx acct issues; Applyng GAAS, GAAP, & PCAOB rprtng rules; Pblc acct; Rvwng engmnt prfttblt, incl billngs & cllctns; Microsoft Office prdcts, incl Windows, Word, Excel, & PowerPoint; & using vrs assr apps & rsrch tools. Mst hve CPA OR sffcnt edu/exp req (as dtrmnd by state Brd of Accntnc) to rec CPA w/in 24 mnths of hire or prmtn. ER will accpt any stabl combo of edu, training or exp. Rate of Pay: $150,000-$175,000/yr. Snd rsume to: BDOJobApplications@BDO.com. Indice jb title & code "SD-NY". EOE.

Help Wanted 2600

Senior Delivery Lead for AI and Data Solutions, IBM Corporation, Armonk, NY and various unanticipated client sites throughout the US (Up to 100% telecommuting permitted): Maintain deep expertise and hands-on experience leveraging AI technologies to address complex business challenges, optimize decision-making processes, and enhance operational efficiency. Work with government stakeholders to design, develop, and implement AI solutions aligning with strategic objectives while adhering to ethical and regulatory standards. Design and implement advanced machine learning models and statistical algorithms to derive actionable insights from large, complex datasets. Architect and deploy AI solutions for predictive analytics, natural language understanding, computer vision, and optimization problems. Create and refine custom data pipelines, automation scripts, and dashboards to streamline data processing and visualization. Analyze policy and operations, ensure data governance and compliance, and facilitate cross-agency collaboration in government-specific operations. Provide strategic leadership and innovation through technical leadership, project management and driving innovation. Require day-to-day duties involving technical expertise in machine learning frameworks like TensorFlow, PyTorch, Scikit-learn, Azure ML Studio, and Amazon Machine Learning, programming languages like Python, R, Julia, and database query languages. Employ distributed computing systems and big data technologies such as Spark. Work with government operational workflows and regulatory frameworks, and handle government-specific datasets. Utilize: Python, Database query languages, AWS, Azure, TensorFlow, PyTorch, Scikit-learn, Spark. Required: Master's degree or equivalent in Computer Science, Data Science, Engineering, Artificial Intelligence, Mathematics or related (employer will accept a Bachelor's degree plus five (5) years of progressive experience in lieu of a Master's degree) and one (1) year of experience as a AI Engineer, Data Scientist, Data Engineer or related. One (1) year of experience must include utilizing Python, Database query languages, AWS, Azure, TensorFlow, PyTorch, Scikit-learn, Spark. $169541 to $213000 per year. Please send resumes to recruitad@us.ibm.com. Applicants must reference SN3640 in the subject line.

Senior Telecom Specialist @ Bloomberg LP (New York, NY) F/T. Spprt the procurmnt, dsgn & dlvry of telecomm srvcs. Pstn req's a Bach deg or the frgn equiv in Telecomm, Comp Sci, Info Tech, Elec Eng, or rltd & 3 yrs of exp in the job offrd or in a rltd telecomm/ntwrk role. In lu of Bach deg, emplyr wil acpt 2 addtn'l yrs of telecomm/ntwrk exp. Must hve 1 yr of exp in ech of the fllwng skills: MPLS carrier Ethernet Networks, Wave, Voice (PRI/SIP), IP Transit, and Cloud technologies; Telecom Project management; Network Design and cost benchmarking and analysis; Vendor management and service implementation; Structured procurement/tender processes; and Metro Ethernet Lifecycle Service Orchestration. Any suitable comb of educ, trng, or exp accptd. Rte of pay: $140,000 - $170,000/yr. Snd resme to Bloomberg HR @ recruit2@bloomberg.net Indicate (B127-2026). EOE.

Help Wanted 2600

Senior Digital Consultant (New York, NY): Manage technical engineering projects involving the use and delivery of software and data solutions. Deliver technical projects and programs of work that involve built environment solutions. Manage and mitigate project risk, engaging with client stakeholders to convey progress and risk, solicit input needed for project delivery, and present outputs and deliverables. Req's Bachelor's degr plus 3 yrs exp. Benefits that Work - At Arup, we have a comprehensive & valuable benefits program that works for our employees & their families while keeping costs low. These benefits provide health & welfare security for you as well as paid time off for rest & renewal. Our Global Profit Share Plan (paid bi-annually) provides an opportunity for you to share in the success of the Firm. As a valued employee of Arup, you can also choose to participate in our 401(k) plan with up to 10% company match to help you save for your future. Salary Range: $139,850 - $174,800/year. Email resume to ArupUSinc_mobility@arup.com or mail resume to Arup, Attn: HR, 140 Broadway, New York, NY 10005. Must Ref: MP10042971NY. No phone calls pls. An Equal Opportunity Employer m/f/d/v.

Senior Product Designer, Lone Palm Labs, Inc, Brooklyn, NY. Responsibilities: Responsible for overall visual aspects of the Retro application, working on both UI & UX design to ensure the app is both aesthetically pleasing & easy to use. Fully remote. Reqs: BA in Interactive Arts, Digital Design, Human-Computer Interaction, or related field + 3 yrs exp working as Product Designer, UX/UI Designer, Visual Designer, Mobile App Designer, or related. Employer will also accept MA in Interactive Arts, Digital Design, Interaction Design, Human-Computer Interaction, or related field + 1 yr exp working as Product Designer, UX/UI Designer, Visual Designer, Mobile App Designer, or related. Must be able to successfully complete competency-based interview. Expected salary range is $200,000 to $300,000 / year. To apply, send resume to ops@retro.app.

Senior Engineer, Applied Machine Learning (Mult. Pos.) - Shopify Search Inc. (New York, NY). Devlp., impl., & maintain ML sol. that power the entire end-to-end commerce lifecycle. Req's: Bach's deg. or foreign equiv. in Comp. Sci., Data Sci., Engg., Math, Stat., Info. Sys./Tech., or rel. field & 4 yrs of rel. work exp.; or Master's deg. or foreign equiv. in Comp. Sci., Data Sci., Engg., Math, Stat., Info. Sys./Tech., or rel. field & 2 yrs of rel. work exp. Travel to various loc. throughout the U.S. req'd up to 5%. Travel to various int'l loc. req'd up to 5%. Telecomm. permitted from anywhere in the U.S. up to 100%. Employer will accept any suitable combo of edu., training, or exp. Base salary: $193,600 - $293,590/year. TO APPLY: Email resume to shopifyjobs@shopify.com & specify req. # 5541539 in the subj. line.

SVP, Full-Stack Engr for The Bank of New York Mellon in Jersey City, NJ to consult with internal Bus. Grps. to provide high-level Appl. Software Dev. Svcs. or Tech. Support. Sal range $189592 - $248000/yr. Remote work permitted w/i commutable distance from worksite. EOE. Apply at https://bnymellon.eightfold.ai/careers with ref code #77450. Indicate "referral source — ad — TT."

Help Wanted 2600

Senior Manager, Workday Consulting - Workday Finance, PricewaterhouseCoopers Advisory Services LLC, New York, NY. Help clients leverage Workday technology as a tool to enhance and unify Human Resources, talent management, and finance. Req. Bach's deg or frgn equiv. in Info Sci, Buss Admin, IT, Acctng, Finance, or a rel fld. + 6 yrs of rel work exp of which 5 yrs met be pst-bach's prog rel wrk exp; OR a Mastr's deg or foreign equiv. in Info Sci, Bus Admin, IT, Acctng, Finance, or a rel fld. + 4 yrs rel. work exp. Certification(s) required: Workday Engagement Manager (EM/PM) certification or Workday-related functional certification(s). 50% telecommuting permitted. Must be able to commute to the designated local office. Domestic and/or international travel up to 80% is required. Mult. Pos. avail. Sal. range: $215,000 - $243,000/yr. Please apply by sending your resume to US_PwC_Career_Recruitment@pwc.com, specifying Job Code NY4938 in the subject line.

Senior Associate (Americas Corporate M&A) sought by White & Case LLP in New York, NY to perform legal drafting and negotiation in connection with private mergers and acquisitions and private equity transactions, working from a wide variety of materials including company board minutes, transaction term sheets, and complex acquisition, equity, and covenant documentation. Must be admitted to the New York State Bar. Telecommuting may be permitted up to 1 day per week. When not telecommuting, must report to White & Case LLP at 1221 Avenue of the Americas, New York, NY 10020. Salary: $390k to $435k/yr. Submit resume online at: https://www.whitecase.com or via email to lateralrecruiting@whitecase.com. Must specify Ad Code AMEK.

Senior Project Accountants: at Willdan's New York, NY office, prpr mnthly prjct fnncl rprts fr mgmt. Trn jr accntnts or prjct stff. Asst w. intrnl/xtrnl adts. Prfrm AR & AP dts. Salary: $147,000 - $167,000 Snd resume w. Job ID OZ-2026 to T.Mathis @ tmathis@willdan.com.

Senior Project Managers: At Willdan Lighting & Electric's New York, NY office. Rview prjct sttss wth prtcptng cntrctrs, dcmntng stg nd vrfyng nxt stps. My wrk up t a fw dys pr wk frm a hm offc in Nw Yrk cty area. Th pstion rqrs 5%-10% lcl trvl (wthn th five NYC boroughs) to prjct sts or cntrctr offcs. Salary: $139,000—$145,000. Snd resume w. Job ID JS-2026 to T. Mathis @ tmathis@willdan.com.

Senior Technical Business Analyst

Lead end-to-end functional analysis and delivery of post-trade initiatives across asset classes and platforms. Min Reqs: Bach in Econ, Stats, or Financial Risk Management plus 6 yrs exp in financial industry, of which included 3 yrs exp w/ post-trade processing across multiple asset classes. Salary: $180,000 per yr. Based in New York, NY. Telecommuting Permitted within NYC metro area. To apply, email resume to recruiting@drivewealth.com w/ "Sr Technical Business Analyst (NY-5298)" in the subject line. DriveWealth Technologies LLC.

Help Wanted 2600

Sr Data Engineer w/ McKinsey & Co., Inc. US (NY, NY). Own end-to-end tech delivery of data & analytics solutions, incl sol design, architecture, & deployment across cloud platforms. Telecommuting permitted. Req's Master's in Comp Sci, Mgmt Info Sys, or rel field or foreign degree equiv + 1yr of exp in a Data Engg, Data Sci, Data Analysis or a rel role. Domestic or int'l travel typically req. Destination & frequency impossible to predict. $175,500-$189k/yr. Email your resume to CO@mckinsey.com & refer to Job# 9710357.

Senior Startup Core Account Executive, Databricks, Inc., New York, NY. Artclt the value & strtgc impct of data pltfrms, opn-srce tech, & clud ecosys to tchncl & bus stkhlds. Req. Bach's deg or frgn equiv in Mgmt, Bus Admin, Poltcl Sci, Comp Sci, or a rel fld, + 34 mnths of exp in SaaS sales cycls & cntrct ngtn. Partl telcmmtng prmttd & Dmstc trvl req. up to 5%. Salary: $95,621 - $125,400/yr. To apply, please send resumes to USapplications@databricks.com and reference job code DBxNY007.

Senior Software Engineer, DoorDash, Inc., New York, NY. Dev, implmnt, & oprte techgcl softwr sltns to imprv the exp of DoorDash's mrchnts, dshrs, & cnsmrs. Req. Mstr's Deg or frgn equi in Comp Sci, Engg (any), Info Tech, or clsly rel qtty dscpl +2 yrs of exp in the fld of sftwr engg or prog anlyss. Tlcmmtg prmttd. Up to 10% dmstc trvl possible bsd on buss need. Salary Range: $188,000 - $282,000/yr. To apply, send resumes to workwithus@doordash.com & ref job code SSWE-S-T02-NY.

Senior Software Engineer — positions offered by Turner Services, Inc. (New York, NY). Architect & build intuitive, simple & elegantly designed mobile apps that people want to use. Offering salary of $191,476 - $287,800 /year. Position reports to New York, NY office. Telecommuting permitted in accordance with company policy, but must live within commuting distance of stated office. Please submit resume to wbd@wbd.com. Reference Job ID: 10281203

Sr. Machine Learning Engineer (New York, NY); Rokt US Corp.: Design, develop & deploy end-to-end ML systems. Develop & optimize ML/deep learning models & scalable real-time inference services. Req. Master's in Comp Sci/Engg, Maths, Statistics, Physics, or rel. & 3 yrs exp. Rmt wrk 1 day/wk. Salary $225K-$285K/yr. Email Resume ref. Job# RUS325MLE to tim.odulaja@rokt.com.

Sr. Credit Analyst: perform underwriting, credit monitoring & portfolio mngmt. BA/BS in finance, economics or rltd w/ 2 yrs exp. as credit analyst, credit counselor or rltd; project finance exp. a must; 40hrs/wk; worksite: New York, NY. pay range: $120k-$123k/yr; Send resume to East West Bank, Attn: Jennie O'Donnell, 135 N. Los Robles Ave, 3rd Fl, Pasadena, CA 91101

SVP, Release Train Engr for Pershing LLC in Jersey City, NJ, to perform Agile Release Train (ART) or product. Sal range $189592 - $228000/yr. Remote work permitted w/i commutable distance from worksite. EOE. Apply at https://eofe.fa.us2.oraclecloud.com/hcmUI/CandidateExperience/en/sites/BNY-Careers with ref code #77472. Indicate "referral source - ad - TT."

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To place your ad in print and online, call (212) 556-8034 or 1-800-238-4637; To post a job online, visit nytimes.com/jobs

Help Wanted 2600

Senior AI Enablement Specialist (New York, NY): Embed with trading desks to maximize the value derived from generative AI and data science tools. Translate portfolio manager (PM) and analyst requirements into concrete technical solutions. Deliver demos, host office hours, and create cheat-sheets to simplify every PM and analyst journey with AI and data solutions. Work with data science: scoping, developing, and deploying LLM-based and data science solutions; building LLM-based applications; Python for data manipulation, statistical modeling, and machine learning; and, SQL for database querying. Reqs. Master's degr + 3 yrs of exp. Salary Range: $190,000.00 - $225,000.00 per year. Email resume to HRRecruiting@bamfunds.com or mail resume to Hannah Ognen, Balyasny Asset Management, LP, 444 West Lake Street, 50th Floor, Chicago, IL 60606. Must Refr AL42BAMNY. No phone calls.

SVP, Sys Specialist & App Delivery for The Bank of New York Mellon in Jersey City, NJ to contrib. to achiev. of Softw Config/Rel. Mgmt. objs. Sal range $174750-228000/yr. EOE. Apply at https://bnymellon.eightfold.ai/careers w/ ref code #76164. Indicate "referral source - ad - TT."

SMBC Capital Markets Inc. in Jersey City, NJ: Vice President, Sr Data Engineer: Work on analysis, design & dvlpt of data platform, incl. establishment of a reference data sys. for securities & pricing data & moving to other data domains. $169,541 to 195,000/yr. Hybrid remote work permitted. F/T. For benefits see: https://careers.sumitomocorp.com/content/why-sc-americas. To apply enter 8003 here: https://careers.smbcgroup.com/smbc/

SMBC Capital Markets, Inc. in New York, NY: Associate, Risk Solutions Group: Act as a marketer on live trade executions managing client & trader communications in addition to models & systems. F/T SR: $179,088 - $206,000/yr. Fluent in Japanese. Domestic travel 30% of time. For benefits see: https://careers.sumitomocorp.com/content/why-sc-americas/. To apply enter 8064 here: https://careers.smbcgroup.com/smbc/.

SMBC Nikko Securities America, Inc. has a job opening in New York, NY: Associate, Structuring & Analytics: develop & maintain cash flow models for assets & liabilities across multiple ABS asset classes using Excel & VBA. $119K - $175K. For benefits see https://careers.sumitomocorp.com/content/why-sc-americas/. To apply enter 7945 here: https://careers.smbcgroup.com/smbc/.

Social Finance, LLC seeks Risk Strategy and Operations Senior Analyst in New York, NY: Role involves enhancing & managing formal control forums to provide sr. leadership w/ increased visibility & reporting into status of critical risk processes operated across enterprise. Part time telecommuting an option. Hybrid work from Social Finance offices in New York, NY. Req's: MS +2 yrs. exp. Salary: $135,000 - $148,500 per year & standard company benefits. Submit resume w/ ref. to: Req.# 1014.4142 at: ATTN: HR, jobadverts@sofi.org.

Software Engineer (Finch Legal, New York, NY) Dsgn, dvlp, test, & maintn s/w apps & tools. Anlyz user needs & prodct reqs to dsgn & implement s/w sltns; Dvlp & maintn front-end & back-end s/w components & ensure intergratn b/w app layers & back-end srvcs or APIs; Dsgn &implemnt user interfaces; Collabrte w/ prodct mngrs, dsgnrs, & engnrs to review reqs, assess tech feasiblty, & dlvr s/w featrs; Mdfy s/w; Perfrm debugging, testg, & validatn. Reqs exp w/: Using AI-assisted coding tools (incldg code genertn, refactrng, debugging, or test genertn tools powrd by ML or large language mdls) in prdctn s/w envrnmnt; Dvlpg front-end web apps using React & TypeScript; Dsgng & implmntng user intrfces for cmplx wrkflws, incldg transltng prdct or dsgn reqs into reusble UI cmpnents; Collbrtng w/ prdct mngrs & dsgnrs to translte prdct reqs into prdctn-ready s/w featrs; Bldg & maintnng prdctn-grade s/w systms, incldng featr dvlpmnt from specificatn thru deploymnt; Intgratng front-end applctns w/ back-end srvcs or APIs; Using version cntrl systms (e.g., Git) & stndrd s/w dvlpmnt wrkflws; Algrthms & data structrs as applied to productn s/w systms; Debugging, testg, & optmzg applctns to improve performance, reliablty, & usablty. Res: Bachelors degree or frgn equiv in Computer Sci or rltd fld, & 2 yrs exp as Software Engineer or rltd occ. Optn to WFH (hybrid). Salary: $180,000-280,000/yr. Send C.V. to admin@finchlegal.com

The New York Times
Games
nytimes.com/games

Hudson Bay Capital Management LP (Stamford, CT) seeks Lead Software Developer, Middle & Back Office Systems to oversee a team of dvlprs engaged in the design, devlpmnt, & testng apps. Reqs Bach (US or forgn equiv) in CompSci, Com Engg, IT, or a rltd field & 5yrs of exp in pos offrd or in a rltd role. All of reqd exp mustve incld exp w/: supporting hedge fund or asset mgmt wrkflows, including end-to-end trade lifecycle processng across front, middle, & back office systms; developng enterprise apps using C# & .NET Core in a cloud env; electrnc trading systms, including FIX protocol, order mgmt, trade capture, & handling of trade executns & fills in listed or electronically traded prdcts; over-the-counter (OTC) trade booking & lifecycle mgmt, including capture, confirmtn, amndmnts, novatns, & lifecycle events specfc to OTC derivatives; designing & developing systms that supprt valuatn, P&L calculatn (including intraday/flash P&L), & positn mgmt for cmplx fincl prdcts; implementing event-driven archtctres using cloud messaging systms & on-premises hardware to supprt real-time or near real-time trade & mrkt data processing; working w/ high-prfrmnce database systms, including relatnl databases (MS SQL Srvr) & distributed caching tech (Redis Enterprise) to suport low-latency cache prfrmnce & secndry indices querying, SQL prfrmnce tuning & optimizatn, query plans, & optmzr hints; mentoring jr dvlpers; code & archtctre rvws; leading sprints using agile methdlgy; being accntable for delivery of end-to-end solutns for a group of dvlprs; & advncd cloud-based data warehousing & ETL processing. Role entails hybrid wrk w/ time split btwn wrkng in our Stamford, CT office & flexblty to telecommte from anothr US locatn. Salary: $250,000/yr. E-mail res to vhayward@hudsonbaycapital.com. Ref DT6

Software Engineer (Multiple Positions Available) - Jersey City, NJ. Participate in analysis & design phases to select suitable technology stacks & architect optimal technical solutions. Sal. range: $189,592 - $189,592 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210769926. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.

www.jpmorganchase.com

We offer a competitive total rewards package including base salary determined based on the role, experience, skill set, and location. For those in eligible roles, discretionary incentive compensation which may be awarded in recognition of individual achievements and contributions. We also offer a range of benefits and programs to meet employee needs, based on eligibility. These benefits include comprehensive health care coverage, on-site health and wellness centers, a retirement savings plan, backup childcare, tuition reimbursement, mental health support, financial coaching and more. Additional details about total compensation and benefits will be provided during the hiring process. In addition, please visit:

https://careers.jpmorgan.com/us/en/about-us

Software Engineer (Multiple Positions Available) — Jersey City, NJ. Design, develop & implement software solutions. Sal. range: $189,592 - $215,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210773576. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved.

www.jpmorganchase.com.

We offer a competitive total rewards package including base salary determined based on the role, experience, skill set, and location. For those in eligible roles, discretionary incentive compensation which may be awarded in recognition of individual achievements and contributions. We also offer a range of benefits and programs to meet employee needs, based on eligibility. These benefits include comprehensive health care coverage, on-site health and wellness centers, a retirement savings plan, backup childcare, tuition reimbursement, mental health support, financial coaching and more. Additional details about total compensation and benefits will be provided during the hiring process. In addition, please visit:

https://careers.jpmorgan.com/us/en/about-us.

Software Engineer (Multiple Positions Available) — Jersey City, NJ. Develop critical financial applications, ensuring seamless integration & minimal downtime. Sal. range: $160,805 - $185,000 per year. For reqs. & to apply, visit https://careers.jpmorgan.com & apply to job #: 210769920. EOE, AAE, M/F/D/V. JPMorgan Chase & Co. All rights reserved. www.jpmorganchase.com. We offer a competitive total rewards package including base salary determined based on the role, experience, skill set, and location. For those in eligible roles, discretionary incentive compensation which may be awarded in recognition of individual achievements and contributions. We also offer a range of benefits and programs to meet employee needs, based on eligibility. These benefits include comprehensive health care coverage, on-site health and wellness centers, a retirement savings plan, backup childcare, tuition reimbursement, mental health support, financial coaching and more. Additional details about total compensation and benefits will be provided during the hiring process. In addition, please visit:

https://careers.jpmorgan.com/us/en/about-us.

Senior Software Engineer - Backend & Systems (NY, NY): Architect & build backend svcs & APIs. Dsgn distributed systems: microservices, message queues, caching, orchestration, Kubernetes & cloud infrastructure. Salary: $180,000/yr. Must have: 3 yrs exp as S/ware Engineer or similar position in backend (or full-stack) dvlpmt. Exp w/: Reactive Architecture principles (CQRS, event sourcing); backend svcs in Rust; streaming data pipelines in Scala; batch data processing in Python; API microservices in Typescript; DDL & DML SQL stmts; analytical SQL queries (window functions, deduplication, CTE, JSON); push-based CDC in Postgres (logical replication); queries for sub-millisecond latency over multi-million row Postgres table; Postgres internals (WAL, TOAST, EXPLAIN); infrastructure as code using Terraform; deployments using Kubernetes; Postgres installations on AWS RDS; developer envrmts using Nix; Tokio, Axum, SQLx; Flink, Kafka; Pandas, Numpy, Scipy; Nodejs, REST, gRPC; asynchronous prgmg (multiprocessing, multithreading, green threads); synchronization primitives (channels, mutexes, semaphores); BDD, TDD, unit, integration testing, data QA; Postgres dialect of SQL; deploying to AWS; writing Nixpkgs modules. Send resumes to: Noise Labs, Inc., 135 Grand St, Flr. 7, NY, NY 10013. Attn: Gabriel Perez Carata

Software: Standard & Poor's Financial Services LLC seeks a Software Developer in Princeton, NJ to design, develop, and deploy innovative technology solutions for Ratings products. Telecommuting permitted within normal commuting distance of Princeton, NJ office. REQ: Bach degree in Comp Sci, Comp Engg, Electrical Engg, Info Sys, or a related IT field plus 5 yrs of exp in software development or a related occ. 3 yrs of experience must include Agile and Scrum methodologies. Anticipated base salary range for position is $153,085 to $170,400. Final base salary for role will be based on individual's geographic location, as well as experience level, skill set, training, licenses & certifications. In addition to base compensation, this role is eligible for an annual incentive plan. This role is eligible to receive additional S&P Global benefits. For more information on the benefits we provide to our employees, please see: https://spgbenefits.com/benefit-summaries/us. Resume to People MovementSupport@spglobal.com, ref #330470 (Software Developer).

Solution Architect, New York, NY. Gather reqs from business stakeholders, analyze tech'l reqs, & design/implement strategies for enterprise data-mgmt solutions supporting lgscale financial-consulting projects. Model, design, construct, & optimize scalable data architectures to support financial datasets, integrate w/existing infrastructure, & enable new trading activities. $160,000/yr. Mail resume to F. Yesmin, Alpha Financial Markets Consulting, Inc., 437 Madison Avenue, New York, NY 10022.

Staff Business Systems Specialist sought by Attentive Mobile, Inc. in New York, NY to architect scalable, cross-system business processes across Salesforce, PartnerStack, & Zendesk, ensuring alignment to a stable long-term systems vision & driving increased automation, data integrity, & operational efficiency. 100% remote; must reside in the U.S., reports to HQ in New York, NY. Salary: $150,550-$220,000 per year. submit resume online at: www.attentivemobile.com/careers#jobs or via email to careers@attentivemobile.com. Ad Code KFJG.

Sumitomo Mitsui Banking Corporation has a job opening in New York, NY (Hybrid permitted): VP: Design, develop, & enhance firm's Operational Risk Scenario Design & Stress Testing framework, integrating multiple risk programs inclu. Internal Loss Data, External Loss Data, Key Risk Indicators, Risk & Control Self Assessments, Control Testing, & Risk Appetite. $113K-$140K. For benefits see https://careers.sumitomocorp.com/content/why-sc-americas/. To apply enter 7887 here: https://careers.smbcgroup.com/smbc/.

Sumitomo Mitsui Banking Corporation has a job opening in New York, NY (Hybrid permitted): Head of Liquidity Mgmt.: Lead a team of liquidity mgmt. professionals & establish a liquidity framework to support liquidity mgmt. of SMBC Americas Division & SMBC Cayman Branch. $299K-$306K. For benefits see https://careers.sumitomocorp.com/content/why-sc-americas/. To apply enter 7894 here: https://careers.smbcgroup.com/smbc/.

Sumitomo Mitsui Banking Corporation has a job opening in New York, NY (Hybrid permitted): Associate, Project Finance Portfolio Mgmt.: Perform ongoing credit monitoring for a portfolio of project finance borrowers, ensuring compliance w/ credit policies. $85K-$150K. For benefits see https://careers.sumitomocorp.com/content/why-sc-americas/. To apply enter 7893 here:https://careers.smbcgroup.com/smbc/.

Sumitomo Mitsui Banking Corporation in Jersey City, NJ: Associate, Model Risk: Conduct end-to-end validations & review BSA/AML/Fraud models using languages & software incl. SQL, Python/R & Hadoop. $112,778-$135,000/yr. Hybrid remote work. F/T. For benefits see: https://careers.sumitomocorp.com/content/why-sc-americas. To apply enter 8006 here: https://careers.smbcgroup.com/smbc/.

Supervisor: Memorial Sloan Kettering Cancer Center seeks Supervisor, Laboratory Medicine in NY, NY responsible for plng., org., & supv. the day-to-day work of microbiology lab. personnel engaged in performing routine & specialized tech. procedures, incl. plng. microbiology lab. work, evaluating work performed, & handling proc. and tech. lab. problems to meet the needs of the clinical staff & patients. EEO/VETS/ADA. Salary: $125,400.00 - $200,700.00/year. Apply for the Supervisor, Laboratory Medicine position (101015) at https://careers.mskcc.org.

Supply Chain Coordinator - Little Ferry, NJ. Assist in analyzing & maintaining inventory, shipment, & delivery data to support logistics & supply chain operations. Support daily supply chain activities & warehouse coordination. Collect & organize data to support process improvements. Prep routine reports using Microsoft Office. Coordinate w/ internal teams & external vendors regarding schedules, inventory, & deliveries. 1 yr. Exp. Req. Sal. $66,560/yr. Bachelor's - Industrial Engineering or Supply Chain Management. Knowledge of Python preferred but not reqd. Mail or email resume to: Tahan Hapinedar, President, OTTO TILE LLC 100 RISER RD LITTLE FERRY, NJ 07643 or ottotile@gmail.com.

Systems Administrator: Jacobs Levy Equity Management, Inc., (Florham Park, NJ) seeks Systems Administrator to manage our corporate network, servers, and virtual desktop infrastructure. WFH permitted a few days/week. When not telecommuting, must report to Jacobs Levy's office in Florham Park. SALARY: $90,000 to $145,000 per year. Email resume: careers@jlem.com, Ref Job Code: 10271490.

Take-Two Interactive Software has an opening in New York, NY for Senior Machine Learning Engineer (5264): Dvlp & implmnt a set of tchniques or anlytcs to transform raw data into meaningful info using data-oriented prgmming lnguages. Sal: $146,450 - $196k/yr. Email resume to:
T2process@take2games.com
Must ref. job code in subject line. EOE

Teachers: NYC Dept of Education needs teachers certified to teach the subjects below for F/T positions in Brooklyn or Bronx, NY in NYC Public School w/in NYC DOE's jurisdiction. Subjects needed: Bilingual (Korean) Mathematics (Gr. 7-12); Bilingual (Spanish) Mathematics (Gr. 5-9). $68,902 - $108,518/yr. Jobs located in Brooklyn or Bronx, NY in a NYC Public School w/in NYC DOE's jurisdiction. Apply online at https://www.schools.nyc.gov/careers/teachers. NYC Dept of Education is an EOE.

Tech: AMAZON DEVELOPMENT CENTER U.S., INC., an Amazon.com company - New York, New York. Applied Scientist III: Participate in the design, devt, evaluation, deployment & updating of data-driven models & analytical solutions for machine learning (ML) &/or natural language (NL) apps. Salary Range: $183,800/year to $248,700/year. Job Number: AMZ10165497. Multiple job openings. Standard company benefits available. Apply online: www.amazon.jobs — search by Job Number. EOE.

Technician: Bobst North America Inc. seeks a Field Service Senior Technician in Parsippany, NJ to handle all aspects of new and used equipment installations, instruct customer personnel, troubleshoot, repair and maintain machines sold and serviced by Bobst Group North America. Requires travel across US and Canada 80% of the time. $87,090 - $130,000 per year. Apply @ www.jobpostingtoday.com/ Ref #94429.

Technology Consulting, Platforms, ServiceNow - Integrated Risk Management (IRM) (Manager) (Multiple Positions) (1727788), Ernst & Young U.S. LLP, New York, NY. Assists clients by providing insights and recommendations on how ServiceNow aligns with and can support specific business objectives. Requires travel up to 80%, of which 20% may be international, to serve client needs. Employer will accept any suitable combination of education, training, or experience. $160,805.00 per year. For complete job description, list of requirements, and to apply online, go to: ey.com/en_us/careers and click on "Careers - Job Search", "See All", then "Experienced Professionals" (Job Number - 1727788).

TECHNOLOGY
Encora Digital LLC is accepting resumes for Software Developer in Monmouth Junction, NJ. Design, build, or maintain software systems, using authoring or scripting languages, content creation tools, management tools, and digital media. Telecommuting Permitted. Up to 10% of travel required to various unanticipated locations within USA. Annual Salary: $131,997 - $147,161/Yr. Email resume to Saranya.Ezhilrajan@encora.com. Must reference Ref# RA-SD.

Trader (NY, NY): Analyze the behavior of fin'l products, incl fixed income securities, equities, digital assets, & currencies, under varying macroeconomic envrmts & apply statistical techniques such as probability distribution modeling, regression analysis & correlation analysis to formulate & dvlp automated & semi-automated trading strategies in collaboration w/ s/ware engineers. Mnge & optimize daily trading positions in fin'l products, incl equities, bonds, derivatives & complex structured products, by monitoring mkt conditions & making real-time portfolio adjustments. Build & implmt trading models using data analysis of price movements, yield trends, stability metrics, investment-risk indicators & macroeconomic factors affecting internal portfolios. Dvlp & implmt automated & semi-automated ETF trading strategies & optimize execution performance through quantitative analysis. Apply quantitative trading strategies to identify opportunities in fin'l mkts & mnge trading positions accordingly. Monitor macroeconomic, industrial, corporate & geopolitical dvlpmnts affecting global fin'l mkts & eval their impact on trading strategies & portfolio performance. Conduct research on int'l mkts to identify new bus opportunities & assess mkt envrmts relevant to ETF execution decisions. Use statistical s/ware tools to analyze fin'l data, identify trends & dvlp forecasts to support trading strategies & investment decisions. Collab w/ bus dvlpmnt teams to establish relationships w/ trading exchanges, ETF issuers & broker-dealers. Coordinate w/ Quantitative Research, Trading Technology, Operations & S/ware Dvlpmnt teams to identify new trading opportunities & improve system performance, execution speed & risk mngmnt processes. Work w/ Risk Management & Middle Office teams to determine & optimize capital allocation across trading strategies & teams to maximize risk-adjusted returns. Req: Master's in Computational Finance or rel fld + 3 yrs of exp in sim duties/techn'l capabilities using Python, SQL, Linux, Linux commands, bash scripts, knowl of mkt microstructure, CS fundamentals (data structure, algorithms), Machine Learning libraries such as PyTorch, statistical techniques (regression, time-series analysis) & BARRA risk model. $200,000/yr. Submit cvl & resume to HR, FTTNY LLC, hr.newyork@us.flowtraders.com

Senior Trading Specialist w/ The Trade Desk, Inc. in NY, NY. *Telecommuting permitd: wrk may be performd w/in normal commutg distance from The Trade Desk, Inc. office in NY, NY. Integrate & analyze lrge-scale programmatic advtg datasets across connected television (CTV), audio, & retail media envrnmnts to identify pttrns in audience exposure, delivry efficiency, & campaign performnce usg quant & stat analysis techniques. Positn reqs a Bach deg (U.S. or foreign equiv) in Econ, Fin, Poli Sci or rel field & 3 yrs of exp in the job offerd or rel role. Dom travl reqd up to 10% of the time to client site meetgs, incl Quarterly Business Rvws.
Sal:$109,481-$145,500 /yr. Qualified Applicants: Apply online at https://careers.thetradedesk.com/jobs/5188811007/senior-trading-specialist

Underwriter for Citigroup Global Markets Inc. (NY, NY) Perform independent credit underwriting & risk analysis for complex Middle Market, Private Credit, Broadly Syndicated Loan, CLO, & structured finance transactions, including both new originations & amendments. A telecommuting/hybrid work schedule may be permitted w/in a commutable distance from the worksite in accordance w/ Citi policies. REQS: Bachelor's or frgn equiv in Fin, Stats, Bus Anlytcs & Rsk Mgmt, Econ, Bus Admin or rltd fld & 1 yr of exp as an Undrwriter or rltd postn invlvng Corp Crdt, Undrwrtng or Strctrd Prdcts. 1 yr of exp must incld: Reviewing transctn term sheets/strctres & crdt agreemnts, assessing algnmnt w/ mrkt trms & applcble rsk paramtrs, & propsng amendmnts or edts which fit frm's crdt appetite & assessmnt of currnt mrkt condtns; Montrng the dvlpmnts of undrlying collateral & rlvnt crdt trnds of the prtflio companies & assctd indstries & sctrs; Evaluating borrwng base & corrltn rsk acrss diffrnt assts/coltrl, idntfyng rlvnt pattrns & prfrmng scnrio anlysis to assess potntl crdt outcomes; & Resrchng prvte mrkts trnds, invstmnt strtgs of instnl invstrs & othr mrkt partcpnts to spprt undrwrtng decsns. Salary range: $122,600 to $130,000/yr; 40 hrs/wk. Applicants submit resumes at https://jobs.citi.com/. Please reference Job ID #26980189. Citi offerings may include discretionary incentive & retention awards for eligible employees. Citi also offers competitive benefits. See citibenefits.com. EO Employer.

United Parcel Service General Services Co. seeks SQL Sr. Applications Developer in Mahwah, NJ. Part-time telecommuting is an option. Hybrid work from UPS office in Mahwah, NJ. Design & develop moderate to highly complex applications. Req's: BS(or equiv.)+5 yrs. exp. Salary: $189,592-$191,700 per annum & standard company benefits. Submit resume w/ ref. to: Req. # L23-139202 at: ATTN: UPS, UPSONLINEJOBPOSTINGS@ups.com.

United Parcel Service General Services Co. has the following jobs available in Parsippany, NJ.
*Sr. Software Development Engineer (Req.# L24-153662): Identify appropriate agile engineering practices (e.g., Extreme Programming techniques such as pair programming & test-driven development) & coach others in applying in software development projects. Partial telecommuting is an option. Hybrid work from company office in Parsippany, NJ. Req's: MS(or equiv.)+2 yrs. exp. or BS(or equiv.)+5 yrs. exp. Salary: $189,592 - $191,700 per annum.
*Manager, Software Engineering (Req.# L24-153712): Design, develop, maintain, test, & evaluate computer software that provide biz capabilities, solutions, &/or product suites. Part-time telecommuting is an option. Hybrid work from UPS office in Parsippany, NJ. Req's: BS(or equiv.)+5 yrs. exp. Salary: $261,248-$261,248 per annum.
*Sr. Software Development Engineer (Req.# L25-170851): Build & enhance web & enterprise applications using modern languages & frameworks. Partial telecommuting is an option. Hybrid work from company office in Parsippany, NJ. Req's: MS(or equiv.)+2 yrs. exp. or BS(or equiv.)+5 yrs. exp. Salary: $189,592 - $191,700 per annum.
Standard company benefits. Submit resume w/ ref. to: (include Req. No.) at: ATTN: UPS, UPSONLINEJOBPOSTINGS@ups.com.

UX Designer II w/ The Trade Desk, Inc. in NY, NY. *Telecommute permitd: wrk may be performd w/in norml commutg distance from The Trade Desk, Inc. office in NY, NY. Dsign the overall structure of the sftware platfrm, incl how pages are organized & how users move btwn them. Apply know of advtg tech prodcts to design solutns for complx data & wrkflow needs. Positn reqs a Bach deg (U.S. or for equiv.) in Human-Comp Interactn (HCI), Interactn Design, Graphic Design or rel field & 3 yrs of exp in the job offerd or rel role OR Master's deg (U.S. or for equiv) in Human-Comp Interactn (HCI), Interactn Design, Graphic Design or rel field & 1 yr of exp in the job offerd or rel role. Must have 1 yr of exp w/: Figma for component-lvl & systm-lvl designs, incl compnent creatn, prototypg, & library mgmt; designg cross-feature UX framewrks & reusable interactn pattrns for enterprise wrkflows, incl data-rich or tech SaaS prodcts; designg w/ an enterprise-scale design system; & wrking in the ad-tech industry. Sal: $137,600 - $206,400/yr. Qualified Applicants: Apply online at https://careers.thetradedesk.com/jobs/5196950007/ux-designer-ii

Verition Group LLC seeks Margin & Liquidity Associate in NY, NY to dvlp cmplx mathematical mdels for liquidity mgmt, investment strategies, & trade opportunities; analyze & validate margin reqs across investment accts & prod types. Reqs Master's in Finance, Fin Eng, or rltd & 2 yrs' exp utilizing prime brokerage margin frameworks, financing structures, & collateral optimization techniques to analyze risk & margin parameters; & utilizing Python & SQL to analyze fin data & dvlp mdels. Occasional telecomm permitted. Offered wage: $235,000. To apply, mail resume to Leslie Solario Gonzalez, Verition Group LLC, Attn: MLA, 1 American Lane, Greenwich, CT 06831.

Vice President, External Product Specialist w/Goldman Sachs & Co. LLC in NY, NY. Help establish & manage relationships w/external mgrs, incl new product dvlpmnt & coord of external sales prof'ls, as well as source & originate new alternative investment offerings to meet client demand & address current mrkt opptys. Structure partnerships w/external mgrs, coordinating w/internal & external counsel & managing legal negotiation to protect firm & client interests. Serve as an alternative investment strategist, helping establish team view on current private market trends & opptys & providing insight to clients & internal GS constituents. Reqs: Bach deg (U.S. or foreign equiv) in Economics, Business Admin, Finance, Accntng, Math, or a rel field & five (5) yrs of exp in the job offered or in a rel role. Domestic trvl req'd about 10% of the time to visit clients & alternative asset mgrs to enable continued growth of the business. All trvl costs covered by Firm. Job Code: 4505808. Sal Range: Annual base salary for this NY, NY-based position is $179,088 - $330,000. QUALIFIED APPLICANTS: Apply at gs.com and click on "Careers." NO PHONE CALLS PLEASE. The Goldman Sachs Group, Inc., 2026. All rights reserved. Goldman Sachs is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran status, disability, or any other characteristic protected by applicable law.

Vice President Lead Investment Banker, Wells Fargo Bank, N.A., New York, NY: Create pitches/term sheets. Prepare borrowing base calculations in Excel. Lead due diligence meetings. Position requires a Bachelor's degree in Finance, Management, Mathematics, Economics, or related field plus 5 years of experience in the job offered or in a related position involving investment banking experience. Remote / telecommute work available, up to 1 day per week. Position must appear in person at the location listed as the work address. Salary: $185,000 - $300,000. To apply, send resume to
recruiter_mbos@wellsfargo.com and reference Requisition # 002469 in the subject line.

Vice President (NY, NY) for Ardea Services LLC to dvlp & manage client relationships globally across the fin'l institutions sector, primarily w/in insurance svcs & distribution, & closely rltd insurance brokerage, employee benefits, & insurance technology svcs businesses. Reqs Bachelor's deg in Finance, Economics, Bus. Admin or rltd field of study, & 4 yrs of exp as Associate or Analyst involving fin'l modeling, valuation analysis, transaction execution, due diligence, & prep'n of client-facing materials for fin'l institutions in the investment banking or a rltd industry. Will accept Master's deg & 3 yrs of exp in lieu of Bachelor's deg & 4 yrs of exp. Exp specified must incl 4 yrs of exp (3 yrs if Master's deg) w/ each of the following: leading fin'l modeling, valuation, transaction structuring & process-rltd workstreams across multiple transactions; 1 or more fin'l data platforms (e.g., Bloomberg, Capital IQ & SNL, FactSet, PitchBook, or comparable); performing fin'l analysis & modeling, incl building integrated three-statement fin'l models, discounted cash flow (DCF) analysis, leveraged buyout (LBO) analysis, accretion/dilution analysis, & comparable company & precedent transaction analyses; mergers & acquisitions (M&A), incl buy-side & sell-side advisory, divestitures, joint ventures, recapitalizations, mgmt buyouts (MBOs), & leveraged buyouts (LBOs), as well as familiarity w/ fairness opinions & valuation advisory svcs; U.S. GAAP, SEC regs, & investment banking compliance stds; & using Microsoft Excel, PowerPoint, & Word. Exp specified must also incl 3 yrs of exp w/ each of the following: reviewing teasers, confidential info memoranda (CIMs), mgmt presentations, & due diligence materials; managing multiple multi-party transaction processes in a fast-paced, deadline-driven envrmt; mentoring & dvlpg Jr. bankers; reviewing & providing feedback on fin'l analyses, models, & presentation materials prepared by Jr. team members; supporting client relationship mgmt & bus. dvlpmt efforts in coord'n w/ Sr. bankers, incl pitch prep'n & client communications; & communicating analytical findings & transaction considerations to Sr. clients & internal stakeholders. Exp specified must incl 2 yrs of exp in the insurance svcs & distribution industry, incl exp w/ insurance svcs & distribution bus. models, regulatory frameworks, key performance metrics & execution of live transactions. Telecommuting permitted up to 1 day per wk. Reqs up to 20% domestic travel. Salary: $325,000/yr. Apply at: https://jobs.ashbyhq.com/ardea-partners/dda78161-22f4-47e6-8455-18e7da9a7c187 departmentId=42e199c8-f926-4a66-84b3-665508097991&e%E2%80%A6

Vice President (NY, NY) for Ardea Services LLC to dvlp & manage client relationships globally across the fin'l institutions sector, primarily w/in wealth mgmt & closely rltd fin'l svcs businesses. Reqs Bachelor's deg in Finance, Economics, Bus. Admin or rltd field of study, & 4 yrs of exp as Associate or Analyst involving fin'l modeling, valuation analysis, transaction execution, due diligence, & prep'n of client-facing materials for fin'l institutions in the investment banking or a rltd industry. Will accept Master's deg & 3 yrs of exp in lieu of Bachelor's deg & 4 yrs of exp. Exp specified must incl 4 yrs of exp (3 yrs if Master's deg) w/ each of the following: leading fin'l modeling, valuation, transaction structuring & process-rltd workstreams across multiple transactions; 1 or more fin'l data platforms (e.g. Bloomberg, Capital IQ & SNL, FactSet, PitchBook, or comparable); performing fin'l analysis & modeling, incl building integrated three-statement fin'l models, discounted cash flow (DCF) analysis, leveraged buyout (LBO) analysis, accretion/dilution analysis, & comparable company & precedent transaction analyses; mergers & acquisitions (M&A), incl buy-side & sell-side advisory, divestitures, joint ventures, recapitalizations, mgmt buyouts (MBOs), & leveraged buyouts (LBOs), as well as familiarity w/ fairness opinions & valuation advisory svcs; U.S. GAAP, SEC regs, & investment banking compliance stds; & using Microsoft Excel, PowerPoint, & Word. Exp specified must also incl 3 yrs of exp w/ each of the following: reviewing teasers, confidential info memoranda (CIMs), mgmt presentations, & due diligence materials; managing multiple multi-party transaction processes in a fast-paced, deadline-driven envrmt; mentoring & dvlpg Jr. bankers; reviewing & providing feedback on fin'l analyses, models, & presentation materials prepared by Jr. team members; supporting client relationship mgmt & bus. dvlpmt efforts in coord'n w/ Sr. bankers, incl pitch prep'n & client communications; & communicating analytical findings & transaction considerations to Sr. clients & internal stakeholders. Exp specified must also incl 2 yrs of exp in the wealth mgmt industry, incl exp w/ wealth mgmt bus. models, regulatory frameworks, key performance metrics, & execution of live transactions. Telecommuting permitted up to 1 day per wk. Reqs up to 20% domestic travel. Salary: $325,000/yr. Apply at: https://jobs.ashbyhq.com/ardea-partners/2c096473-03da-4773-953a-d1ef15de9ea1?departmentId=42e199c8-f926-4a66-84b3-665508097991&e%E2%80%A6

Vice President, External Product Specialists w/Goldman Sachs & Co. LLC in NY, NY. Conduct quantitative fin'l analyses & assess complex portfolio solutions to a diverse set of institutional clients. Conduct quantitative analyses of information involving investment programs or fin'l data of public or priv institutions, incl valuation of businesses. Reqs: Bach deg (U.S. or foreign equiv) in Finance, Economics, Accounting, Business: Accounting, or rel field & five (5) yrs of exp in the job offered or in a rel role. Job Code: 9549489. Sal Range: Annual base sal for this NY, NY-based position is $148,000 - $270,000. QUALIFIED APPLICANTS: Apply at gs.com and click on "Careers." NO PHONE CALLS PLEASE. The Goldman Sachs Group, Inc., 2026. All rights reserved. Goldman Sachs is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, veteran status, disability, or any other characteristic protected by applicable law.

Vice President - Turner & Townsend, Inc. (New York, NY or any other unanticipated worksites/locations throughout the US) - Salary Range: $242,000.00 to $250,000.00/year. Must have proof of legal authorization to work in U.S. Apply online at https://www.turnerandtownsend.com/ under Posting Number REF37687C1. To view full information about the job opportunities including the full job description, related occupation, education and experience requirements please refer to the internet posting at https://www.turnerandtownsend.com under Posting Number above.

VP, Full-Stack Engr II for The Bank of New York Mellon in NY, NY to consult with int bus. grps. to prov. appropriate app software dev. servs. or tech. supp. Sal range $189592-$209,000.00/yr. Remote work permitted w/i commutable distance from worksite. EOE. Apply at https://bnymellon.eightfold.ai/careers with ref code #75195. Indicate "referral source - ad - TT."

Virtual Design and Construction (VDC) Manager Needed. Send resumes to 3D Model Management LLC, 420 Kent Ave. Ste. 1603, Brooklyn, NY. Worksite: Brooklyn, NY. Position requires work at various unanticipated client/project sites throughout the U.S. Wages range from $195,042 — $198,100.

VMware Administrator, Geneva, NY and unanticipated client sites across the US. Must be willing to travel and/or relocate domestically. Design & enhance virtual computing infrastructure architecture. Configure UCS environments. Install/support multiple VMware vCenters & virtual machines across Windows Server & Linux platforms. Support Active Directory, vSphere, Azure integrations, automation using Python, Shell scripting. Participate in business continuity & disaster recovery activities. Perform capacity planning, analyze system dependencies, support end-to-end infrastructure projects to improve operational efficiency using Agile methodologies, TCP/IP networking. Wage: $115,200/yr. Mail resume to Hudson Data LLC, 122 N. Genesee St, STE 302A, Geneva NY 14456 REF: HD01.

VP, Securities/Prod Spec sought by Bank of America N.A. to provide interest rate & currency risk mgmt advice to large cap clients, incl. considerations for derivative hedge accounting treatment. Perform comprehensive in-depth financial research on companies, sectors, new issue market, general market conditions & trade ideas. Remote work may be permitted w/in a commutable distance from the worksite. Reqs: Bach. or equiv. & 5 yrs exp. in: Performing comprehensive value-at-risk, efficient frontier, & Monte-Carlo simulation analysis, using implied volatility metrics for both interest rate & foreign exchange, in order to identify exposures & optimize capital structures through interest rate derivative solutions; Preparing recommendations on timing, size & structure of interest rate derivative transactions, & ensuring compliance with the latest derivative hedge accounting guidelines, for multinational corporate clients. 10% domestic travel as nec. Salary: $275,000 - $275,000/year. Job Site: New York, NY. Req# 26022792. If interested apply online at www.bankofamerica.com/careers or email your resume to bofajobs@bofa.com & reference the job title of the role & requisition number. No phone calls. EOE.

VP, Content Strategy and Business Operations. Lead development & execution of content strategies for agency clients. Oversee content operations, workflow optimization, & quality control to improve efficiency & scalability. Collaborate with creative, strategy, & client teams to deliver content campaigns. Manage & develop cross-functional and international teams of content specialists, copywriters, strategists, designers, & creative leads. Develop content execution standards, operational playbooks, & scalable processes. Utilize data-driven insights, AI tools, & automation to improve content creation, distribution, & operational efficiency. Support client growth & expansion into global & emerging markets through effective content & marketing strategies. Position requires a bachelor's degree (or foreign equiv) in Entrepreneurship, Marketing, or a related field, & 5 years of progressively responsible experience in a related position. Salary $241,929 to $251,929, apply by mail to Mojo Supermarket, 20 Elizabeth Street, NYC NY 10013.

Yahoo Holdings Inc. has the following job opportunities in New York, NY. Telecommuting Permitted.
Sr. Mgr., Software Dev Engineering (Req # L23-142739): Manage & lead engineers in the team, provide leadership & direction. Req's: MS(or equiv.) + 6 yrs. exp. Salary: $261,248 - $299,375 per yr.
Mgr. Production Engineering (Req # L23-144154): Manage & lead a team of engineers to deliver on product & biz deliverables & responsible for the infrastructure components. Req's: MS(or equiv.) + 2 yrs. exp. Salary: $186,056 - $235,600 per yr.
Submit resume, specifying Req. # by email to: talentacquisition@yahooinc.com.

Zoetis, Inc. has an opening in Parsippany, NJ for Med Platfrm Lead- Diagnstc Instrmnts- Hematology: Prvde med exprtse in diagnstcs. DVM+ 6 mnths exp incl 6 mnths vet indstry & comm exp rqd. Salary: $140,000-$201,000. We offer a cmpttive & cmprehensive benefit pkg which incl hlthcare, dental & retrmnt savings benefits alng w/ paid holidays, vacation & dsblty insurnce. Telecom permit. Trvl up to 25%, mstly dom. To apply email resume to Helen.L.Jubicich@zoetis.com & ref job #8411306.

Zoetis, Inc. has an opening in Parsippany, NJ for Statistician: Prvde stat spprt to discvry, dev & prdct defnse prjcts. PhD+1 or MS+3 yrs exp rqd. Salary: $112,965-$128,000. We offer a cmpttive & cmprehensive benefit pkg which inclds hlthcare, dental & retrmnt savings benefits alng w/ paid holidays, vacation & dsblty insurnce. Telecom permit. To apply email resume to Helen.L.Jubicich@zoetis.com & ref job #10048984.

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In Memoriam

Bruno Bolfo

It is with deep sadness that the Bolfo family announces the passing of Bruno Bolfo—beloved husband, father, grandfather, and founder of Duferco Group—who died peacefully in his beloved wife's arms in Lugano, Switzerland, on July 17, 2026, at the age of 84.

Born in Lavagna, Italy, Bruno Bolfo was one of the outstanding figures of the global steel industry. He began his career at Siderexport, the international trading arm of Italsider, where he rapidly distinguished himself as one of the company's most promising young executives. During those years he also worked in New York, gaining invaluable experience in international commodity markets and developing the global outlook that would shape the rest of his career.

In 1979, together with a small group of fellow Ligurians, he founded Duferco in New York City and São Paulo, Brazil, after leaving Siderexport. What began as an entrepreneurial venture grew into one of the world's leading industrial and trading groups, with operations spanning the Americas, Europe, Africa and Asia. Under his leadership, Duferco successfully expanded beyond steel into energy, shipping, logistics and other strategic sectors while remaining true to its industrial roots.

A visionary entrepreneur, Bruno Bolfo possessed a rare ability to anticipate profound changes in global markets. He transformed uncertainty into opportunity through courage, integrity and an unwavering commitment to innovation. His entrepreneurial interests also extended to hospitality, wine production and medical technology, always guided by a long-term vision and a deep belief in the value of people.

Despite his international success, he remained remarkably humble. He led with discretion rather than prominence, earning admiration for his integrity, balance and quiet determination. Those who knew him remember not only an exceptional businessman, but also a generous mentor who believed that optimism, trust and respect were the true foundations of every enduring enterprise.

He left us as he lived: quietly, with the sober, reserved style and unmistakable understatement that defined his life.

His greatest legacy is not only the global company he created, but also the values he leaves behind: optimism, respect for others, confidence in younger generations and the conviction that entrepreneurship is one of the highest expressions of human creativity.

He is survived by his wife, two children, and two grandchildren, and by generations of colleagues, partners and friends across the world who had the privilege of working alongside him.

His vision will continue to inspire. His example will never be forgotten.

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BY MADISON MALONE KIRCHER

LIFESTYLE | RELATIONSHIPS | SOCIETY

SundayStyles
The New York Times

SUNDAY, AUGUST 2, 2026

Yes, there are health benefits.

But bars are closing. Jobs are going away.

And a way of being together
feels harder to find.

What Else Are We Losing When We Give Up Booze?

BY GINIA BELLAFANTE | PAGE 10

ERIC HELGAS FOR THE NEW YORK TIMES

LANNA APISUKH FOR THE NEW YORK TIMES

Noah Blau with Aitana Doyle on a shoot in Brooklyn for his series "Errands."

It Sounds Boring. Somehow, It Isn't.

With his cult-hit online series 'Errands,' Noah Blau has made the mundane fascinating.

By ALEX VADUKUL

On a dead-end street lined with auto body shops in the Bushwick, neighborhood of Brooklyn, a 26-year-old filmmaker named Noah Blau trained his Sony camcorder on Aitana Doyle, an aspiring actress and waitress, as she anxiously practiced for her driver's test.

Blau was taping an episode for his cult Instagram show, "Errands," which documents his friends undertaking tasks around New York City with an approach that elevates their mundane missions into hero's journeys. Episodes have included an excursion to hang a window curtain and a trip to replace a broken skateboard.

Wearing red socks and Tevas, Blau interviewed Doyle outside the rental Chevy she was using to practice parallel parking along the desolate street.

"Aitana, explain to me the situation," Blau said.

"Today I'm taking my driver's test," Doyle, 23, said. "I started lessons two years ago, but I kept getting scared and chickening out. But now I need it. Because I keep doing acting jobs where I drive, and I keep lying about having my driver's license."

"Either I've got it in the bag," she added, "or I'm going to fail miserably."

Blau handed her the yellow legal pad that serves as the show's title card. "I ♥

CONTINUED ON PAGE 8

Margaritas With L.A.'s Most Joyful Horror Fans

The cast of 'Teenage Sex and Death at Camp Miasma' pack El Coyote, fake blood and all.

By KELLINA MOORE

Chattering television and film stars stopped talking suddenly on Wednesday night as the actor Jack Haven, standing before a line of reporters, let out a piercing scream and pointed in the distance.

The crowd turned to stare at Haven, who was mid-interview on a fake grass carpet, stained with fake red blood, at the premiere of "Teenage Sex and Death at Camp Miasma," from the director Jane Schoenbrun.

The film, a horror movie made by horror fans, stars the comedian Hannah Einbinder as Kris, a director rebooting a beloved slasher franchise who becomes obsessed with the star of the original film, played by Gillian Anderson.

The movie was a breakout hit at the Cannes Film Festival, where it won the Queer Palm, which honors films that spotlight L.G.B.T.Q.I.A.+ themes or feminist perspectives, or challenge gender norms. Distributed by Mubi, the film will open in theaters on Friday.

"Making this movie was the best and most joyful experience of my life — period," Schoenbrun said when introducing the film at the Directors Guild of America Theater on Sunset Boulevard, before a crowd that included the actor Kristen Stewart and the showrunners behind "Hacks," Paul W. Downs, Lucia Aniello and Jen Statsky.

Schoenbrun, who also wrote and directed the films "I Saw the TV Glow" and "We're All Going to the World's Fair," said they had loved scary movies since they were young.

"I think when you're a kid growing up in a really normal quote-unquote place," Schoenbrun said, "and you're like a little freak, you look for all of the places that are giving you clues that the world is maybe a little weirder and creepier than everyone is telling you it is."

Anderson said she did not watch many horror films, after seeing "Texas Chainsaw Massacre" when she was very young and was "stuck in a brown house having smoked some really strong weed."

After the screening, viewers seemed more energized than scared.

But Einbinder, who said she wasn't easily scared, thinks horror and comedy are similar because both "tap into something visceral in the body," she said.

After the screening, the viewers seemed more energized than scared as they shuffled into black cars for an after-party at El Coyote, an enduring Mexican restaurant known for its margaritas and for serving the last meal to some of the Manson family's victims in 1969.

Outside the restaurant, under glowing neon lights, hopeful fans waited with "X-Files" posters, trying to flag down the stars for autographs. Inside, the cast and crew packed into vinyl booths, under a ceiling dripping with piñatas and multicolored string lights, and snacked on quesadillas and fried chicken nuggets.

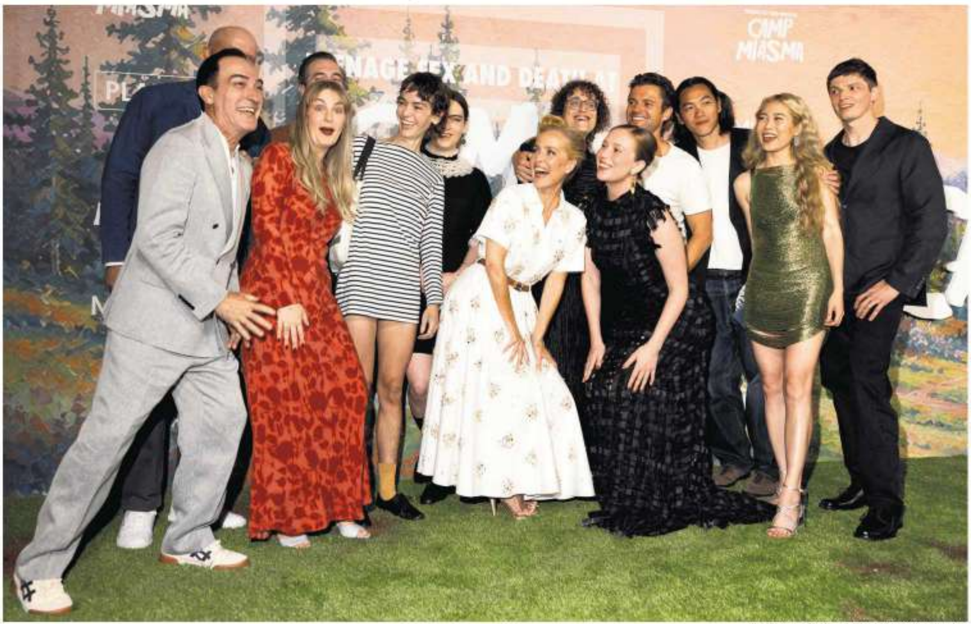
"Coyote is a Los Angeles staple," explained Einbinder, who said she had spent time at the restaurant in high school. "It's buzzing and always teeming with life."

Anderson said she hadn't been back in 20 years. "And I used to come regularly," she added.

The actor Mark Indelicato, a star of "Hacks," grabbed a blood-red cocktail jelly as he made his way to the patio, where guests gathered and smoked around a stucco fireplace. Stewart, wearing a bright orange beanie and cutoff shorts, lit a cigarette for Statsky. Inside, as Robyn's "Dancing on My Own" blared over the speakers, Haven huddled in a booth with Keir Gilchrist, who starred in the television series "Atypical" alongside Haven.

Around the restaurant, guests also discussed how horror movies can offer viewers a way to process emotions that can feel dark and shameful. (Throughout the film, Einbinder's and Anderson's characters work through their own sexual hang-ups, finding new kinds of pleasure.)

"Four different people have said to me — literally four," Anderson recounted, "'It's about orgasms, right?'"


CAMP MIASMA
TEENAGE SEX AND DEATH AT

PHOTOGRAPHS BY ALISHA JUCEVIC FOR THE NEW YORK TIMES

Top, the cast and crew of "Teenage Sex and Death at Camp Miasma" at the film's premiere in Los Angeles. Center row from left: jelly shots at the after-party at El Coyote; Hannah Einbinder's on-theme nails; and Evian X Lucy, center. From far left: Jack Haven; Kristen Stewart.

CRITIC'S NOTEBOOK | VANESSA FRIEDMAN

Just a Couple of Posts and Voilà: An Image Overhaul

An unexpected social media move by Bernard Arnault, the chairman of LVMH.

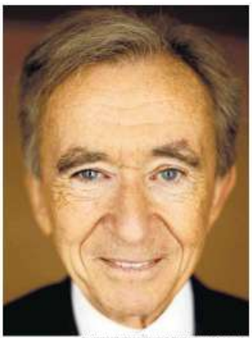
FOR THE PAST dozen years, Bernard Arnault, mastermind and chairman of LVMH, owner of Dior, Louis Vuitton and Tiffany, architect of the modern luxury industry and erstwhile richest man in the world (currently No. 10), has been quietly making an effort to soften his image. Or at least round it out, the better to offer an alternative to the narrative that paints him as a rapacious capitalist and exploiter of family-run heritage companies, famous for wringing gently creative spirits dry.

He spent hundreds of millions of dollars on the Fondation Louis Vuitton, the museum in the Bois de Boulogne that will become a gift to Paris, and underwrote the Paris Olympics. He has begun emphasizing the amount of taxes he pays, and the hundreds of thousands of people he employs. He has even done the occasional interview. All to not much avail.

When his name was mentioned, it was still attached to words like "cold," "ruthless" and "inscrutable," not to mention the nicknames "the Wolf in Cashmere," "the Terminator" and "the Machiavelli of Finance."

Well, it turned out all he really needed was an X.

Or rather, all he really needed was a somewhat self-deprecating three-page open letter titled "thank you" that the LVMH press office posted on X. The letter was his response to a much-ballyhooed six-part investigative series by the newspaper Le Monde that focused on his family, his five children and succession planning, his relationship to politicians, his business strategy and so on.



DMITRY KOSTYUKOV FOR THE NEW YORK TIMES

DENIS CHARLET/AGENCE FRANCE-PRESSE — GETTY IMAGES

Bernard Arnault in 2023, above left, and right, with his family in 2021. They were part of the focus of an investigative series by the newspaper Le Monde that inadvertently led to the transformation of Arnault's image from an empire-minded automaton into a relatable human being.

In it, rather than accuse the reporters of errors, he simply made fun of what had been presented as certain telling details (the idea that he made visitors who showed up with Hermès ties change their clothes; the trim figures of all his employees; his family meals). The effect was to transform them from aha! moments into ha-ha moments, and showcase a quality that no one had ever really associated with Arnault before, at least not publicly: a sense of humor.

And the effect of that was to transform Arnault, almost overnight, from an empire-minded automaton into a relatable human being.

To date the post, which went live last Sunday, has been viewed nearly eight million times. It has been applauded by as diverse a group as Bill Ackman, the billionaire hedge fund manager and activist investor, who encouraged his followers to read it; Nadhim Zahawi, the British politician and former chancellor of the Exchequer, who called it "a tour de force"; and Louis Pisano, the cultural critic/industry watchdog, who called it "sassy."

It has made Arnault a hero, at least momentarily, of the Trumpworld masters of the universe (or would-be masters of the universe), who cheered on his snapback at the media, and fashion's social media chattering class — two echo chambers that normally have nothing to do with each other.

The reaction was so unexpected that Arnault did an even more uncharacteristic thing. He made his debut on X on Monday, at age 77, with a note to all of the people who liked or reposted or otherwise helped platform his letter. "I was deeply touched by the many messages you sent me following my open letter to Le Monde," he wrote. "I wanted to thank each and every one of you, directly and personally, here on X." That one has been viewed more than 11.5 million times.

According to Antoine Arnault, the LVMH head of image (a position created in 2018 specifically to address the issues of public perception) and Bernard Arnault's eldest son, the letter was entirely his father's idea, as was joining X.

It certainly marks a shift in approach for the executive, who in the past rarely responded to criticism or coverage — at least unless it came from a business opponent in the middle of an acquisition fight. It seemed even more personal than a 90-plus-minute interview for the podcast "Legend" released at the beginning of the month in which Arnault occasionally laughed and otherwise let his metaphoric hair down.

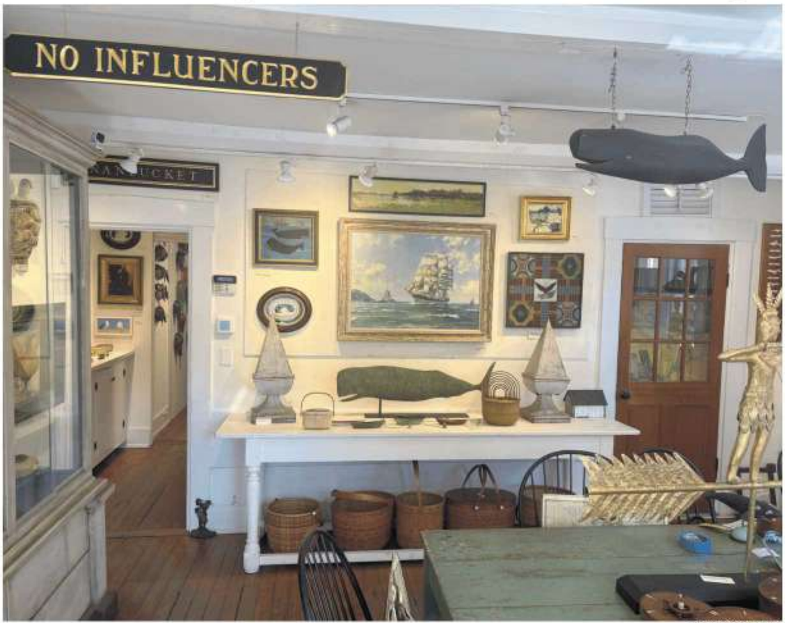
And in that may be a lesson for luxury, a universe built on the twin poles of mystique and control and a reluctance to let anyone see behind the velvet curtain. By revealing an ability to laugh at himself in a somewhat snarky, made-for-the-internet way, rather than simply go on the formal attack, Arnault let his feelings show. He also got a little messy.

Mess has traditionally been a quality assiduously avoided by the luxury world. But there is clearly a fine line between the perception of magic and the feeling of manipulation, and fashion consumers have begun to sense more of the latter in their interactions with brands and the people who make them. Sales have shrunk, and a backlash has been brewing. The industry itself may be in need of some image rehab. It should take note.

Two Words Cause Many on Nantucket to Weigh In

A sign that a shop posted online was just 'tongue-in-cheek,' the owner says. Others disagreed.

By MADISON MALONE KIRCHER



FOUR WINDS CRAFT GUILD

You could call it a sign of the times.

It read "No Influencers," and John Sylvia hung it up earlier this summer in Four Winds Craft Guild, his artisan craft and antique store on Nantucket, Mass., where shoppers browse and buy New England sundry, like handmade basket purses that start at around $1,800.

In keeping with the island's nautical style, the words were embossed in gold lettering on handmade quarterboard that dangled from a chain on the ceiling.

"I feel sometimes my store is used as someone's background, a stage," said Sylvia, whose family has also owned Sylvia Antiques for almost a century, in a phone interview. (The two stores share a space.) Visitors take photos and videos but don't make purchases or even try to engage him in polite conversation, he said.

The sign wasn't meant to be interpreted literally, Sylvia, 59, said. "I don't have this hatred toward influencers," he added. "It was more of a joke. It is a problem we should look at as a society."

But when Sylvia's partner, Jessica Jenkins, who is 50 and manages the store's social media, posted a picture of the sign on Instagram, it quickly cut to the core of strongly held feelings about people who film content for a living — and others who have begun to imitate them.

Some people praised the business for taking a stand against what they saw as a pesky modern annoyance. Others were quick to criticize the way the sign appeared to exclude a specific group of people, noting that plenty of visitors to the store who do not identify as influencers might also behave similarly.

And then, pouring accelerant on the debate, there was one person who claimed that to bar influencers from the shop was akin to barring women.

That person was Paige Paul, a content creator with over a million followers whose lifestyle brand, Dairy Boy, recently opened a store on Nantucket.

"Mocking women when they become powerful in a new industry isn't new," Paul, more widely known as Paige Lorenze before marrying the tennis player Tommy Paul, wrote in a comment under the Instagram post. "It's just a strange message coming from a store that celebrates a craft with such a rich history of women shaping the island and its economy." (Paul did not respond to an interview request.)

Sylvia maintained that the sign was intended only as a "tongue-in-cheek" commentary on the rise of influencer culture, he said.

The post that included the sign was later removed by Instagram, Jenkins said, but the discussion about the presence of people milling about the island, taking photos and shooting videos, has continued.

"I feel that whenever I open Instagram, I see someone show me a guide of what to wear, a guide of where to eat, a guide of what to buy, a guide of how to pack for Nantucket," said Jenkins, who is a year-round resident.

Walking around town, she said, she's inundated with "people creating videos on corners of themselves sipping an iced coffee and looking over their shoulder and doing a shoe kick or whatever."

Stephanie Sproule, owner of the Nantucket home goods store Bodega, said she had noticed a rise in "people just here to take their picture and to be seen on Nantucket." She described visitors trying to navigate cobblestone streets in heels and said a friend who lived near a particularly picturesque, hydrangea-filled wharf had told her about women showing up with racks of clothing to stage photo shoots.

Last summer, a content creator named Kylie Swanson drew ire from some Nantucket residents and business owners after hosting a four-day adult summer camp — $3,800 per person — and soliciting local businesses for free goods and services.

This summer, brands like Hotel Lobby Candle and Sam Edelman have transported select groups of content creators to the island for brand trips complete with lavish gifts and experiences.

Sanibel Lazar, a New York-based writer and college admissions consultant who spent her childhood visiting Nantucket for the summer, said she too had noticed the changes.

New visitors to Nantucket, Lazar said, can expect to experience a "much more hypercurated version than, say, 10 years ago because so many people are using it as a P.R. trip destination."

GILBERT CARRASQUILLO/GC IMAGES

ERIN SCHAFF/THE NEW YORK TIMES

Some brands and business have begun to cater to these newcomers, she said: This summer, she noticed that a pop-up had brought in plastic, photo-ready hydrangeas, despite ample real ones on the island.

It can feel like a "fake world that's so close to the real thing," she said. "Brands — for photos, for social media content — they need to turn the volume up even more on the perfectness," she added.

Amy McAveety, 23, who grew up on Nantucket and is a content creator on TikTok who regularly posts about the island, was wary of being painted with the same broad brush.

"I do feel like there are definitely influencers who come for the day or for a few days who are inconsiderate and they don't respect the island," said McAveety, who is spending her summer working at a Pilates studio. "I think a lot of locals get kind of territorial about Nantucket, and so do summer people, which I think is funny."

Sylvia's "No Influencers" sign is the latest in a string of attempts by businesses to provide a counterweight to the power of social media. In 2023, a cafe in Brooklyn issued a ban on taking photos and videos inside to crack down on the use of the minimalist, well-designed space as a backdrop for influencers' content. That same year, a town in Vermont known for its fall foliage was forced to close roads after posts on TikTok and Instagram led to an influx of ill-behaving visitors.

But much as the shopkeepers in Nantucket are learning, such efforts may ultimately draw more attention. Which isn't necessarily a bad thing for business.

Jenkins noted that the Four Winds Craft Guild Instagram account had picked up about 8,000 new followers since she posted the sign. "It's come with a lot of drama, but it also brings in business," she added.

On Tuesday, Paul posted a photo from Dairy Boy, her shop in Nantucket, with a sign of its own: "Everyone Welcome."

Visitors take photos, but some don't buy anything.

The "No Influencers" sign, above, at Four Winds Craft Guild, John Sylvia's store on Nantucket, Mass. Left, the influencer Paige Paul, who commands a large social media following, was among those who criticized the sign. Below, Brant Point Lighthouse is one of many spots popular with Nantucket tourists.

Those Buff Matt Damon Biceps Are Actually Hers

Devyn Dalton, a 4-foot-6 woman, is the leading man's stunt double in 'The Odyssey.'

By ALISHA HARIDASANI GUPTA

Last week, the actor Devyn Dalton received, quite possibly, the world's biggest compliment.

She was in New Zealand filming her next project, when she was awakened at 4 a.m. by the buzz of her phone. "I was like, 'What is going on?' It just blew up — my phone was going crazy," Dalton, 34, said.

What was going on was that the actor Matt Damon, who plays Odysseus in Christopher Nolan's interpretation of Homer's epic tale, had said in an interview that she had "the greatest arms I have ever seen." Her friends were sending her clips of the interview as it was ripping through the internet.

Damon had been discussing one of the film's pivotal scenes when he gently corrected his interlocutor, who had mistakenly assumed the biceps in the shot were his own: They belonged to Dalton, who some might be surprised to learn is his stunt double. She's a woman standing in for a male actor, for starters; she's also 4-foot-6 to Damon's roughly 5-foot-10 frame.

It's a bit of movie magic, Damon explained. To film the battle against the man-eating Laestrygonians, Nolan used a technique called "forced perspective" to make Odysseus' army appear minuscule.

A shot of Dalton from behind in the scene, holding a sword and ready to pounce at the giants, is used in one of the posters for the movie.

Dalton, born and raised in Canada, trained as a dancer initially and started performing stunts in 2011 after she was cast in the "Planet of the Apes" trilogy. Her more recent credits include "Weapons" and "The Last of Us."

UNIVERSAL PICTURES

She has found herself in such high-voltage action sequences that she can never tell her mother what she's working on because "it freaks her out," Dalton said. "I just tell her 'I'm going to work.'"

"The Odyssey" is the first time Dalton has done stunts for a male A-lister — a rare feat in an industry where, according to the SAG-AFTRA union, women make up little more than 20 percent of stunt performers.

In a conversation with The New York Times, edited and condensed for clarity, she discussed her latest role and her other stunt work.

Is it common practice for a woman to double for a male lead? Have you done that before?

Definitely not common. I think men have been doubling for women for longer in the industry. But with stunts, the main thing is, who is the best fit for what they're looking for, physically? And, most importantly, who has the specific skill set needed? Increasingly, with wardrobe, hair and makeup, we get to do movie magic and transform people, and it doesn't matter so much about gender. This is the first time doubling for a Hollywood leading man. I never thought I would have that on my résumé.

Have you received this kind of specific shout-out from a leading actor before?

It is uncommon because, even though you're in front of the camera, if you're doubling and you've done your job right, the audience shouldn't know it's you. Part of our job is being hidden. I have to say a huge thank-you to Matt for being so generous.

Left, a shot from a fight scene in "The Odyssey," with the stunt woman Devyn Dalton standing in for Matt Damon. Dalton, above, has been performing stunts since 2011, Christopher Nolan's "The Odyssey" is the first time she has done stunts for a male A-lister.

A bit of movie magic makes up for a 16-inch height difference.

Were you and Damon on set together working on that fight choreography?

Yeah. Most of the time, on any film I've been on, you end up working with the actor and being there on the same day because you're both a part of a sequence and you're both portraying the same character.

When doubling for someone, I'll always specifically watch like, what foot did they walk with first? People also just have little tendencies, like they might lean to one side or move a certain way. So I study all of that and try to mimic it exactly. That's what sells it so well on camera.

Did you need any special training for this role?

This has been years of work building out my skills. I try to be very versatile by doing a lot of different training methods to just stay ready, so that whenever the phone rings, I'm like, "OK, I'm good to go."

That's the thing with stunts — the training never ends. In the past, I've done a few really cool underwater fight scenes, and so I took courses that focused on water safety, breath holding and cold water because a lot of the times you're not working in a warm situation and so you have to learn how to manage the temperature. And you're in costume and makeup and you have to be underwater with your eyes open.

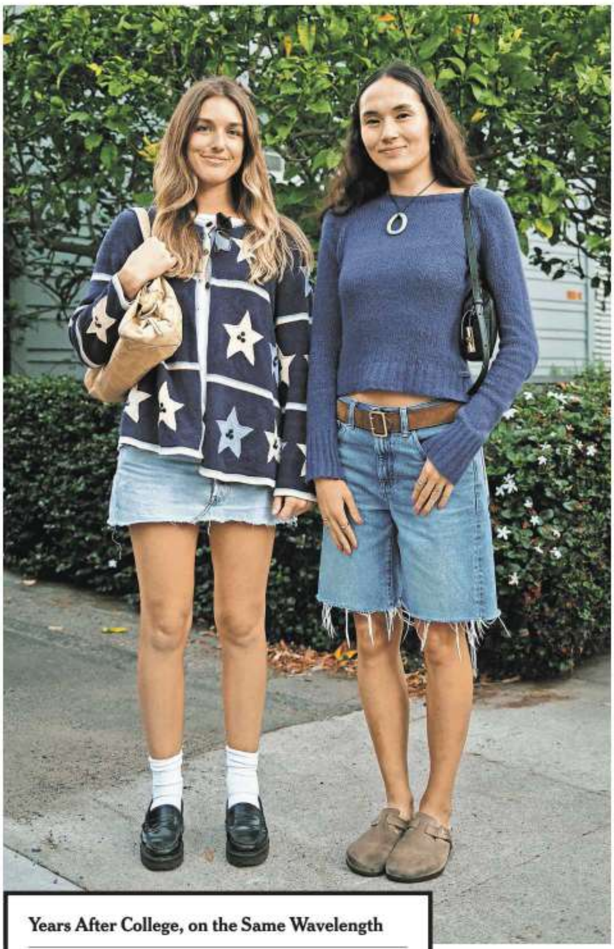
Are there stunts you've had to do that scared you?

I think the fear for me always comes from a place of setting very high standards for myself. I always want to do a really good job.

SEEN ON THE STREET

Devoted to a Friend, a Country and an Era

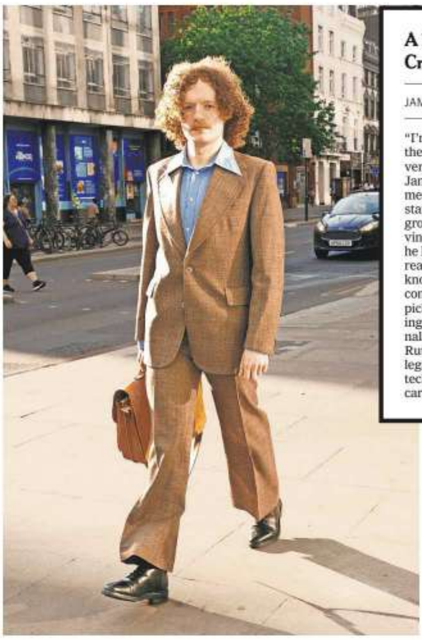
Photographs and Text by SIMBARASHE CHA



Years After College, on the Same Wavelength

AIDEN SMITH, LEFT, AND ANGELINA ELLIS, LOS ANGELES

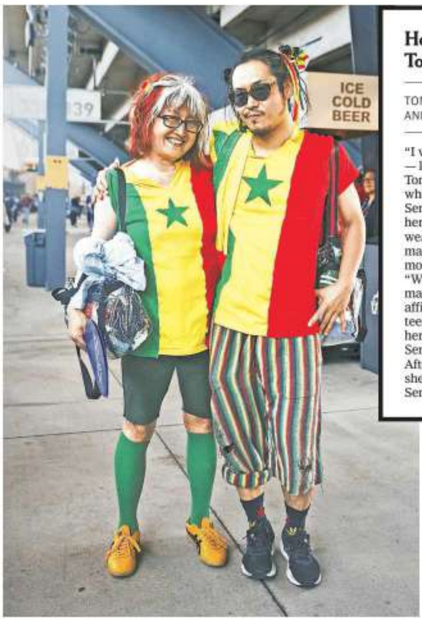
"We have probably matched like this many, many times in our lives," Aiden Smith, 27, said of her outfit overlap with Angelina Ellis, 27, whom she has known since they both ran track at Butler University in Indianapolis. I met the two friends in the Venice neighborhood of Los Angeles in June. There was something about the synergy between Ellis's slightly cropped knit sweater and cutoff jorts and Smith's starry cardigan and similarly sheared denim skirt — it was just too good to be a coincidence. The two were roommates for all four years of college and try to see each other as often as possible, despite living in different states. The quality of the ensembles has varied through the years. "We always had distinct fashion senses," Smith said, "and there's been many times we borrowed each other's things."



A 1970s Fantasy, Created on the Cheap

JAMES RUTHERFORD, LONDON

"I'm quite fortunate to enjoy the '70s men's wear because very few other people do," James Rutherford said when I met him near the Blackfriars station of the London Underground. He was wearing a vintage brown suit that he said he had found on eBay. "It's really a reviled decade, you know, as far as men's fashion is concerned," he said, "so you can pick up some really eye-catching items very cheaply." Originally from Northern Ireland, Rutherford, 34, works in the legal department of a financial technology company and was carrying a leather satchel.



Homemade Shirts To Back Their Team

TOMOYO TANAKA-ITO, LEFT, AND YUJIN ITO, NEW JERSEY

"I was thinking for a long time — like, two or three months," Tomoyo Tanaka-Ito, 64, said when I asked about the custom Senegalese-flag shirts she and her husband, Yujin Ito, 41, were wearing at Senegal's World Cup match against France last month in East Rutherford, N.J. "When I started to sew, it took maybe three or four days." Her affinity for Senegal dates to her teenage years in Japan, when her father, a judo instructor, had Senegalese students in his dojo. After moving to New York City, she forged connections with its Senegalese community.

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MODERN LOVE

The Marriage I Cherished No Longer Existed

Coming to accept what it really means to know that nothing will ever remain the same.

By ANNIE KORZEN

BRIAN REA

Benni and I were married for almost 61 years, until our late 80s. We were not a perfect match. He was an early bird; I'm a night owl. He watched sports and news; I binge British crime dramas. He liked home; I like out.

On the other hand, he took an abiding interest in my work, drove me wherever I had to go and always left me the last few cherries in the bowl. We raised a great kid. We traveled. We had a good life.

And then we got old, and the fun was over. Benni got sick: prostate, kidney, heart, eyes, thyroid, arthritis, sepsis. I spent hours in emergency rooms and I.C.U. units, and days on hold with insurance companies and banks and home health care agencies.

I had always believed I would be too selfish and squeamish to be a caretaker, but somehow I managed to clean his surgical wounds, change his catheters and help him shower. That was tough, but even tougher was watching Benni's mind dissolve into fogginess.

He would decide to make himself a morning snack by boiling three pounds of potatoes and then forget to turn off the stove until the smoke alarm went off. He couldn't remember how to work the TV remote and spent hours just staring into space. In my darkest moments, I reread a Buddhist quote a friend had shared: "Suffering begins when the mind expects permanence from what is designed to change. Accept that nothing will remain the same."

I had to accept that the marriage I cherished no longer existed, and the husband I cherished had disappeared.

Caring for Benni became a full-time occupation, and I put my own life on hold. I postponed haircuts and canceled dental appointments, and I did something no freelance actor/writer ever does: I turned down jobs. I lost any interest in socializing (what would I talk about?). I did eke out small moments of pleasure: a short sunset walk around our Los Angeles neighborhood, an afternoon nap, a soothing diet of animal fat and chocolate. But still, when I woke up in the morning, I dreaded the grim day ahead, and I feared the bleak life ahead.

Benni, on the other hand, believed his condition was just a temporary glitch, and he assured everyone that he was getting better every day. Being in denial can sometimes be a blessing. Then one day Benni fell and suddenly — without fear or pain — he was gone. (If you could choose your exit, pick cardiac arrest.)

I called 911 and contacted one neighbor. Soon there were a dozen more who stayed and helped me through the endless hours of dealing with the ambulance, the police, the collection of the body and the locating of various documents. I can't imagine how I would have handled all that on my own.

Our group hailed from Germany, Mexico, India and Texas. They brought wine and snacks. We played Benni's favorite Louis Armstrong song — "What a Wonderful World" — and laughed at stories about my husband's often eccentric behavior. That simple, spontaneous vigil was the memorial my no-muss, no-fuss husband would have wanted.

The next day I treated myself to a long walk, and after a gentle shower, the sky over our house was lit up by the most spectacular rainbow I had ever seen. A few minutes later, some friends called to say that a hawk had landed on their windowsill and stared at them for 15 minutes before flying off. They said the hawk was Benni, saying hello and goodbye.

Now I do not believe in ghosts or spirits or any of that stuff. When one of my airy-fairy friends tells me to "Keep an open mind," I say, "Don't keep your mind so open that your brains fall out." But cynical as I am, I still found great comfort in the poetry of rainbows and bird visits the day after my husband's death.

Our son, Jonathan, flew out from the other coast, and we decided to have people over from 5 to 7 every night during his visit. These unconventional shiva/cocktail parties were a wonderful way for me to re-enter the world of the living. I got rid of the sweats I had been wearing for months and rediscovered the pleasures of bright red lipstick and statement necklaces. My son took over all the household chores, which was a godsend because I hate household chores, and I'd had full responsibility for them during Benni's decline.

For the first time in forever, the only person I must take care of is me, and I don't find myself very demanding.

After Jonathan left, I had to learn to live alone. I was no longer a "we" but an "I." I created four rules for my new life as a singleton.

First, get all the help you can with the practical stuff. Social Security denied my widow's benefits because they lost their copy of my marriage certificate. It took me and a social worker many phone calls and an office visit to clean up that mess.

Second, stay busy. Every day, I assigned myself a household task: a shelf, a drawer, a closet. It was liberating to organize the chaos Benni had left behind. Plus, I came across some sweet forgotten objects, like a charming drawing he had doodled of the two of us.

Third, pamper yourself. I indulged in a massage, a facial and a mani/pedi for the first time in ages, and they all felt blissful. Maybe I just needed to be touched.

Fourth, engage with a live human at least once a day. I actively rebooted my social life, and when I didn't have a date, I would stroll to the local thrift shop for some retail therapy, and I usually ran into someone who would stop and schmooze.

Those four rules have helped me adapt to my new solo life, which has contained some surprising moments. When the young mother behind me at the market had a cart overflowing with gallons of milk, boxes of cereal and bags of chips, my wagon was a sad contrast with its meager selection of a small container of milk, some frozen egg rolls and one banana. It shocked me to realize that I wouldn't want to change places with her.

Sure, she has a full life, but she was going home to a chaotic household with a needy family, while I looked forward to returning to a sanctuary of rest, respite and recovery. For the first time in forever, the only person I must take care of is me, and I don't find myself very demanding.

When people offer their weepy condolences, they seem taken aback when I assure them, with dry eyes, that I'm doing quite well. I am not the grieving widow they expected, and I myself wonder what is wrong with me. Why am I not feeling the overwhelming sadness you're supposed to feel at the death of a beloved husband?

I think the answer is that I lost Benni while he was still alive, and that's when I mourned him — in secret and for a long time. What I'm experiencing now, more than sorrow, is a welcome sense of relief. I loved being married to Benni, and now I love being alone. How can both things be true? "Accept that nothing remains the same."

Of course, there are still melancholy moments. I got a Wordle in one, and Benni wasn't there for a high-five. I catch myself setting the table for two and fluffing up the pillow on his side of the bed. When I hear a funny joke, I can't wait to share it with my husband. I have stopped reading about foreign travel because I don't want to be reminded of the trips Benni and I dreamed of taking.

At the same time, I am grateful for my newfound freedom. I eat when I want, watch what I want and sleep the whole night through without waking from disturbing dreams to an even more disturbing reality.

I'm planning to change my hair color and am thinking of getting a dog. I have rediscovered the simple joys of everyday life and, to my great astonishment, I have frequent flashes of something I thought I would never feel again: I believe it's called happiness. Please don't judge me.

ANNIE KORZEN, *an actor and writer in Los Angeles, is the author of "The Book of Annie: Humor, Heart and Chutzpah From an Accidental Influencer."*

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Tiny Love Stories Back on Land

After years of trying for another baby, I couldn't stop thinking about Florida's Weeki Wachee mermaids — women undulating underwater in bright tails and fixed lipstick. My husband saw how grief had hollowed me out and told me to go. So I left our family vacation in Gulf Shores, Ala., drove six hours alone in a rented minivan to watch the show, then skipped the hotel I'd booked and drove back that same day. When it ended, all I wanted was my husband and daughter. I left looking for a miracle. Instead, I came home to the two I already had. *BETHANY O'BRIEN*

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The Series 'Errands' Sounds Boring. Somehow, It Isn't.

CONTINUED FROM PAGE 1

Errands," it read. He filmed her as she held it up.

Nervously, Doyle got in the car and eased into a spot. She then opened the door and triumphantly evaluated her proximity to the curb.

"Noah's show helps people appreciate the little wins in life," Doyle said afterward. "The people on his show aren't celebrities like on 'Subway Takes.' They're average Joes going about their day. Sometimes you spend your day accomplishing nothing but an errand, and that's important, too."

Since Blau posted the first episode of "Errands" 10 months ago — it followed a friend named Marta and her quest to find a pink wig — the show has won a small yet feverish following in the post-"Subway Takes" era of algorithm-nourishing New York social media content.

Filmed in lo-fi style, and accompanied by trippy jazz flute scores, the show approaches errands like urban odysseys. There's one about a poet named Bernard who brings his broken CD player to an appliance repair store in Chinatown. Another follows an unemployed writer named Brittany as she sells her paperbacks at Molasses Books. An actor named Jeremy searches for his lost cat.

Jeremy never ends up finding his cat, and failure is a theme of the show. Another episode follows a D.J. named Declan, who goes to traffic court hoping to contest what he considers an unjust biking ticket, only to encounter an unsympathetic judge. "We won some, we lost some," Declan says afterward, smoking a cigarette.

"The failure rate is actually really high," Blau said. "At first I thought that was going to be a problem, but it's only been great for the show. The show is about: 'I set out to do something, and did I accomplish it?' So as mundane as the errand might be, everyone understands that feeling."

Another element of the show's appeal, he said, has to do with its glimpses into the banal moments of everyday life.

"All great films are voyeuristic in some way," Blau said, "and now we're all voyeuristic online. People get embarrassed when they're seen carrying toilet paper home. But why is that? We know you use

Social Q's | PHILIP GALANES

Siblings and Secrets

When I was a teenager, my mother gave birth to twins. Sometime later, I overheard my parents arguing and my father questioning whether the twins were his. I kept this information to myself for more than 60 years. Recently, I had dinner with the twins, and they pleaded with me to tell them what I knew. I repeated the conversation that I had overheard, and I agreed to join them for DNA testing, which showed that our biological fathers are different. The twins are at ease. They say this information does not diminish their feelings for our father, who loved them and raised them as his own. But another sibling is angry with me. She says that I shouldn't have revealed what I heard. Was I wrong?

BROTHER

At first, I thought: This was not your story to tell. You were not a party to the private conversation that you overheard, nor did you have any knowledge of the twins' paternity. You don't mention whether they investigated this subject before. But it seems unlikely to me that it would first arise only now — 60 years later.

Still, if I have done the math correctly, the twins are in their 60s, and you are in your mid-70s. I assume that your parents have passed away — so the best sources of information are unavailable to the twins. If my brothers came to me, pleading to know something that I alone could tell them, I would probably have done the same thing that you did. It was perhaps the least bad of your bad options.

As for your sibling who is upset, I can also understand: Your mother chose not to share the paternity of the twins with them, and her decision deserves some respect. At the same time, we are entitled to know where we come from. And you could have taken a DNA test with the twins at any time. For the future, consider whether you are the best person to share sensitive information. If not, send them to the person whose story it is to tell.

Relationship Repair Hits a Bump

My 31-year-old daughter is five months pregnant with her first child. My daughter embraces her pregnancy by wearing clothes that leave her belly exposed. She believes that her pregnant body is beautiful. But I was raised with different standards of modesty and decorum. Seeing her dressed like this makes me uncomfortable, and I struggle not to react. Our relationship has been difficult, but we have both been in therapy and made progress in our communication. So far, I have kept my feelings to myself. Should I tell her how uncomfortable I am?

MOM

To this outsider, your therapy seems to have been worth its weight in gold! You acknowledge that you and your daughter came of age at different times and were taught different lessons about your bodies: You learned to keep yours under wraps, and your daughter feels entitled to exhibit the joy of her pregnancy.

I think you have been wise not to police the wardrobe of an adult woman or to raise any concerns about it. Given your difficult history (and the great potential for misunderstandings here), it is better to avoid this topic with her. That's what your friends are for! I know it can be hard to keep our feelings to ourselves, but I believe that you are on the right track — and your improved relationship with your daughter is proof of it.

Hell Is Other People's Audio

Is it rude to watch videos in waiting rooms with the sound on and no headphones? I have been encountering this phenomenon with children and adults lately. It seems incredibly inconsiderate to subject others to their noise. Have the rules around this changed?

M.K.

It's not just waiting rooms! I was recently on a hiking trail and heard Taylor Swift blaring from a hiker's phone. Any public space can now become a noisy hellscape. And not just videos. I hear loud phone calls on speaker, music booming and video games beeping. The ubiquity of smart devices plays a role here, but the selfishness required to inflict one's entertainment on others is incomprehensible to me. Ask your neighbors to use headphones. If they refuse, complain to the people at the front desk.

Go Ahead: Text Stop2Quit

Over the years, I have donated to various political candidates, and my contact information has been shared with other campaigns. While I support the stances of these politicians, I feel exhausted by the volume of emails I receive. I could unsubscribe, but I would hate to discourage the candidates. Still, I have no intention of donating. Advice?

VOTER

Political candidates build their mailing lists with contact information from political parties, data vendors and voter rolls. Opting out of mass emails is not likely to discourage candidates — because they will probably be totally unaware of your action. So unsubscribe and stave off exhaustion.

For help with your awkward situation, send a question to SocialQ@nytimes.com, Philip Galanes on Facebook or @SocialQPhilip on X.

PHOTOGRAPHS BY LANNA APISUKH FOR THE NEW YORK TIMES

From far left: Noah Blau, the creator of the Instagram series "Errands," at home in Brooklyn; Blau filming Aitana Doyle as she prepares for her driver's license test; Blau editing a recent episode at home.

toilet paper. There's something attractive and illicit about seeing someone do private things in public."

On a sweltering afternoon in Flatbush, Brooklyn, Blau finished shooting an episode in the apartment of the 21-year-old internet provocateur and comedian, Ivy Wolk, who needed an air-conditioner for her new place. She'd been using her freezer as a way to cool her head — like, as she put it, a "reverse Sylvia Plath" — until Blau documented her buying a unit from a discount store and wheeling it home on a trolley. After a successful installation, she was relishing its breeze.

"Beauty is found in the minutiae, and the things that are banal are often the most interesting," Wolk said. "It's those in-between moments of life where growth and realization happen.

"People's mythology of New York is that it's so big and consuming," she continued. "But this show lets people know that, on those days that swerve and consume you, sometimes you just have to go out and get something done — the tedious things you must do to exist as an adult, that we must all endure. There's a comfort to watching that."

'Keep It Pure'

At the Bushwick apartment Blau shares with a roommate, he wore fuzzy slippers in his bedroom as he sat at his computer editing Wolk's episode. Mementos from "Errands" outings were pinned to a corkboard, such as a gluten-free communion wafer from an episode about a pastor who goes shopping for church supplies. There was also a small poster of Lars von Trier and Jorgen Leth's "The Five Obstructions."

He clicked through computer files labeled "Johnny," "Krystal," "Drew" and "Uma."

"I've been following people with a camcorder for a long time," he said. "Really, my whole life."

Raised in Baltimore, Blau grew up in a journalistic household. His father was an editor at The Baltimore Sun, and his mother was a food writer for The Chicago Tribune. When he was 6, Blau filmed a ladybug with a digital camera and posted the video on YouTube (it got 100 views). At 10, while documenting his sister's bat mitzvah, he ended up filming her interview with their grandfather about the Holocaust.

As a student at New York University Tisch School of the Arts, Blau grew engrossed in the work of cinéma vérité auteurs like Frederick Wiseman and Ross McElwee while also immersing himself in the New York canon of John Cassavetes and Martin Scorsese.

"Scorsese's 'After Hours' is like the ultimate errand," he said. "That would be my dream episode — for someone to get so sidetracked on their errand that they get chased through SoHo by an angry mob, like in the film."

The pandemic halted New York during Blau's sophomore year. Student productions stopped as classes went virtual. After graduating, Blau struggled to find work in the financially troubled film industry, taking production assistant gigs here and there, but mostly paying his rent by working retail and restaurant jobs.

He was also immersing himself in Bushwick's creative scene, hanging out at bars like the Narrows and art spaces like Life World with actors, musicians and writers who were all dealt the same post-pandemic hand. Soon he started training his camcorder on them. First came Sophie, whom he documented while she shopped for a Halloween costume. Then came Idene, whom he filmed returning a bottle of perfume to Bloomingdale's.

Episode 1 followed a young woman and her quest to find a pink wig.

Blau and Doyle after her driver's test appointment was suddenly postponed, undermining the potential climax of her episode. But Blau turned his camcorder back on and asked her how she felt about the setback.

"I started thinking, maybe there's something here," Blau said. "But I also just wanted people to see my work as a filmmaker."

Around the time he posted his first episode in 2025, "Subway Takes" was surfacing incessantly on social media algorithms. Its sunglasses-clad host, Kareem Rahma, had started out interviewing young New York creatives on rattling trains. Once the talk show blew up, he began featuring celebrities like Cate Blanchett and Jennifer Lopez, as well as sponsored posts with companies like Google.

When asked if he hoped "Errands" might take off in similar fashion, Blau mulled his answer.

"I love 'Subway Takes,' and my show exists in a post-'Subway Takes' world, but I don't want the show to become a press stop," he said. "If I were to have Taylor Swift on 'Errands,' that would probably be the worst thing that could happen to it."

"I think people like my show because it's made for no money and makes no money," he added. "I think that helps keep it pure."

To the Driving Test

On a recent Wednesday, Blau sat beside Doyle in her rented Chevy, filming her as she drove to take her driver's test in Flatbush. He reminded her to slow down for speed bumps and quizzed her on the meaning of various road signs.

"Don't even ask me what the speed limit in New York is," Doyle said. "Because I don't know."

On a quiet road facing a cemetery, she pulled up behind a line of idling student drivers. It was a long wait. Doyle writhed in her seat. Her nerves finally eased when a Department of Motor Vehicles examiner in a yellow vest approached and told her that her test was being rescheduled.

Blau seemed flustered by the prospect of another errand gone awry. But after collecting himself, he turned the camcorder back on and asked Doyle how she felt about the setback. She smoked a cigarette while answering his questions as a golden-hour sun crept over the cemetery.

Finally putting away his camcorder, Blau looked out at the weedy field of tombstones.

"The longer I do this, the more I think of everything as an errand," he said. "What I'm doing right now is an errand. Decomposing and turning into a tree is an errand. Death is an errand."

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As Drinking Ebbs, What Will Fill the Social Holes?

I'm Drinking

ERIC HELGAS FOR THE NEW YORK TIMES

JEFF GRITCHEN/ORANGE COUNTY REGISTER, VIA GETTY IMAGES

Last year, a Gallup poll found 54 percent of people said that they drank regularly, the lowest in 90 years. Sales of wine, beer and liquor, by volume, have been steadily decreasing, and related jobs are disappearing.

While the risks of moderate alcohol use are clear, the public costs of abstaining are hazier.

By GINIA BELLAFANTE

LOUISVILLE, KY. — The west wall of the dining room at the Last Refuge, a bar and restaurant in a 145-year-old church here, is 25 feet high and displays roughly 1,300 kinds of whiskey, many of them produced in and around this city, a center of the American spirits industry since the 19th century. Against prediction and entirely unprompted, the person waiting for me there on an early summer evening was not directed by her server to a private-stock bourbon at $58 an ounce or a simple aperitif, but rather a selection of zero-proof cocktails.

"You'd be surprised by how many people around here don't drink," our waitress said to us later.

My companion worked for the Louisville mayor's office. She had given up drinking several years ago in the name of better sleep and well-being, leaving her vulnerable to the joke that she was *part of the problem* in a city where the national retreat from alcohol was driving a list of anxieties.

I had come here to gauge the collateral effects of this growing aversion, a reality propelled by science, supported by surveys and punctuated by my own experience as a host who had noticed that a longstanding dictum of entertaining — the allotment of a half bottle of wine per guest — no longer applied. For all the benefits of cutting back, certain rituals were vanishing, and it was hard not to wonder what else the temperance revival had carried away with it.

In Kentucky, the answers can seem straightforward. Last year, Brown-Forman, the maker of Jack Daniel's, among other liquors and a vital benefactor of the city's cultural life, announced it was laying off 12 percent of its work force. As part of its restructuring, the company closed its Louisville cooperage, where whiskey barrels were manufactured for 80 years; 210 jobs were cut. In nearby Clermont, Jim Beam halted bourbon production for the year. Trade disputes have brought continuing challenges.

Across the country, sales of wine, beer and liquor, by volume, have been steadily decreasing: in 2023 falling 3 percent over the previous year; in 2025, 5 percent. I.W.S.R., the British research firm that ran these numbers, anticipates an 18 percent drop over the next decade. Data from the beer industry show the craft brewing work force in decline.

Employment metrics are just part of a calculus that counts consequences to ecosystems that are dependent on the habits that have fueled human fellowship for most of recorded time. From the birth of the public house in the 16th century to the revolution for gay rights, which began at the Stonewall Inn, alcohol has shaped the social politics of urban life. In tandem with new restaurants over the past 15 to 20 years, taprooms have drawn people to once sparsely populated downtowns. This was true of Angel City Brewery in the Los Angeles Arts District, which closed in April. Regulars mourned the loss of community it signaled. On the Fourth of July, Trim Tab Brewery in a revitalized section of Birmingham, Ala., closed after 13 years, ending its tenure as an exhibition and performance space. Many cities have had similar closures.

The realignment is testament to the power of messaging coming from various corners of the medical establishment, messaging that has convinced many Americans that even a few glasses of Sancerre a week can lead to serious illness and death. Three years ago, the World Health Organization declared that no amount of alcohol is safe. The push accelerated here in January 2025 when the United States surgeon general at the time, Vivek Murthy, warned that alcohol leads to a greater absorption of carcinogens, increasing the risk of at least seven types of cancer. Some figures in public health argue that enjoyment — the delight taken in drinking and the sociality it can afford — should not be overlooked. Their voices have had little influence.

Over the past quarter-century, about two-thirds of Gallup poll's respondents have consistently said they drink wine, beer or liquor regularly or on occasion. Last year, that figure dropped to 54 percent, the lowest in 90 years. Among 18- to 34-year-olds, the number fell to 50 percent. Counterintuitively, Gallup researchers found that the decline did not appear to be caused by a turn toward recreational cannabis.

By most objective measures this retrenchment is for the good. Excessive drinking often leads to terrible outcomes. The Centers for Disease Control and Prevention attributes 178,000 deaths each year to the behavior. And of course millions of Americans struggle with addiction. But one sector's triumph can become another's existential setback. How high was the civic cost of villainizing restrained drinking? What had we subordinated to the dictates of public health?

These questions were implicit in the criticism of recent municipal initiatives to discourage even controlled drinking. In May, the New York City health department introduced a public education campaign, with posters showing a beer bottle labeled: "Cancer risk." Accompanying it was the tagline, "No chaser, just the truth."

Wine merchants opposed the ads as alarmist, maintaining that their product was central to the city's dining and tourist life — that reducing it to a public health warning "ignored its enormous contribution to our cultural values," as one distributor told the Wine Enthusiast. Processed meats were linked to colorectal cancer as some pointed out, but the city was not crusading against Katz's pastrami sandwiches.

Wine stores in the city were already struggling, with some prominent closures, including Morrell & Company, which had occupied a place in Manhattan since the 1940s. Other stores were bouncing checks to wholesalers. Unlike coffee bars or drugstores or Brandy Melville, liquor stores retain a distinct place in the city's commercial makeup, one-offs, frequently family owned, bulwarks against the aggressive encroachment of demoralizing chains.

Restaurants have endured their own story. Alcohol traditionally brings in larger profits than food. "Restaurants can't simply raise menu prices to offset declining alcohol sales, especially when many customers are already price sensitive," said Andrew Rigie, the director of the NYC Hospitality Alliance, a lobbying group. The result has been "serious financial pressure" on small businesses.

In June, bars and restaurants in Cambridge, Mass., fought off a proposal from the city's liquor licensing board that would have limited them to serving people no more than one drink every half-hour. On Instagram, one owner asked people to stand in opposition, unless they wanted "egg timers going off every 30 minutes in every bar and restaurant in Cambridge."

Similar in spirit was a proposal floating around Louisville that would have forced bars in the Highlands, a neighborhood with an active nightlife culture, into making 70 percent of their earnings in food rather than alcohol. The idea, which arose after chaos and gunfire erupted in the neighborhood, was quickly scratched after many business owners said that they would be forced to close in the event of a ruling like that.

Under the tenure of Mayor Craig Greenberg, Louisville has seen a significant drop in violent crime. At the same time, championing liquor interests is an essential part of his remit — the shelves in his office are lined with bourbon bottles, leaving little confusion. Sitting in his office on a recent visit, he talked about the city's thriving business in bourbon tourism. Over the past few years it has set records.

But how much the success figures into the industry bottom line is unclear. Louisville's economy is not broadly diversified, and the mayor acknowledged that while some of the jobs lost to the contraction could be absorbed by different businesses, other roles — "chemists, master distillers" — were highly specialized and not easily transferable. The broader concern, he said, would be that consumer habits changed materially enough that companies left.

It is hard to find anyone engaged with Louisville's civic and cultural life who takes the plummeting alcohol sales blithely, or who does not dismissively wave a hand at the thought of young people forgoing the jovial communion of a bar for the dark manipulations of the algorithm. At $10.6 billion, bourbon is one of Kentucky's largest industries, generating close to 24,000 jobs and $372 million in annual tax revenue.

For decades, the Brown-Forman company has sustained the city's museums and performing arts through corporate gifts and its affiliated foundation. Directors of local cultural organizations will tell you there is virtually no institution or preservation effort here that does not bear its imprint. Patrick Lewis, the president of the city's Filson Historical Society, noted that when Breonna Taylor was fatally shot by a Louisville police officer six years ago, Brown-Forman provided the money for the society to hire a full-time specialist in Black history.

During the past fiscal year, according to the company and tax filings, Brown-Forman gave away more than $14 million, making it among the leaders in local philanthropy. For example, by contrast, Churchill Downs, the host of the Kentucky Derby and another high-profile corporation in town, distributed less than a quarter of that.

But Brown-Forman is more than a company and a philanthropic wing; it is a web of extended family members, individual executives and friends of the company who hold stock that has lost more than half of its value in the past five years. What worries fundraisers in town is the fading away of annual donations in the four- or five-digit range. As one cultural leader explained, the success of bourbon tourism could not compensate for the pronounced downturn in alcohol consumption, which has affected a network critical to supporting the city's cultural life.

Under the leadership of its prodigy conductor Teddy Abrams, the Louisville Orchestra has been acclaimed as one of the most innovative in the country. "The assumption was always that the Brown family would take care of everything," Abrams said. Despite the company's support, "my job," he said, "is to hedge against all these things — every changing social convention and market shift."

It is not the purview of public health officials to think about the ways alcohol consumption might affect arts funding. But doctors, therapists and epidemiologists talk a lot about loneliness and social isolation.

Last year, an academic paper published in the journal Addiction by a psychology professor in Denmark and a public health lecturer in Scotland stood out for its contrarianism, arguing that alcohol research had a "problem with pleasure." It had been negated, they wrote, naïvely considered an illusion manufactured by advertisers and notable merely for its oppositional relationship to health.

Maybe, they ventured, it was time for a reframing.

In some places, the national retreat from booze is driving worries about lost jobs, reduced arts funding and diminished conviviality.

BRYAN WOOLSTON/GETTY IMAGES

JON CHERRY FOR THE NEW YORK TIMES

The alcohol industry is contracting; in Clermont, Ky., Jim Beam, top left, halted bourbon production for 2026. Teddy Abrams, bottom left, conductor of the Louisville Orchestra, said he was concerned about losing philanthropic support from people tied to the alcohol industry because of changing economic and social trends.

Vows

SIENNA GOMEZ and COLE HOSMAN

For a TikTok Star, Real Love Arrived Offscreen

By SADIBA HASAN

During the early days of the Covid-19 pandemic, Cole William Hosman developed an internet crush on Sienna Mae Gomez.

Gomez spent much of the 2020 lockdown as many high schoolers did — on TikTok. In August 2020, at 16, she began posting dance videos and body positivity content and quickly (as in, with her first post) experienced a meteoric rise on the platform, where she now has more than 12.5 million followers. Hosman was one of the early ones.

"I was a normal high schooler one day," said Gomez, now 22. "Then the next week I was this well-known face on the app who was having to make major business decisions with talent agencies and companies."

When Hosman moved from Chicago to Anaheim, Calif., in 2020 to pursue a career in professional skateboarding, he sent Gomez a message. And every so often, he would send her another DM. "She seemed so fun to hang out with," said Hosman, now 24, and "was just super goofy" in her videos.

But he might as well have been talking to himself. Gomez never saw those messages.

On Halloween in 2021, Hosman and a few friends sneaked into a party in Los Angeles, and he saw Gomez, who had moved there earlier that year from Temecula, Calif., with her family.

After a terrible accident, reaching out to offer a little needed comfort.

"I vividly remember walking past her, and we both looked back at the same time," Hosman said. "I knew at that moment that I had a chance."

Two months later, in December 2021, one of Hosman's skateboarding videos appeared on Gomez's Instagram feed, and she thought he was cute. She gave him a follow, but didn't make the connection with the Halloween party.

In May 2022, Hosman experienced a terrible skateboarding accident. While attempting a trick off a rail, he hit his head and landed on his neck, sending his body into total shock. He sustained a concussion and needed staples in his head. Hosman, who was signed at the time with a skateboard company called Disorder Skateboards, talked about his recovery in an Instagram story. He also shared that the accident had strengthened his Christian faith.

"I just slid up and was like: 'Hey, I'm so sorry that happened to you. I'm praying for you,'" recalled Gomez, who had newly become Christian. She was baptized in early 2022. They bonded over their shared faith.

They chatted for a few days, and eventually she met him at his apartment in Anaheim, bringing over tiger balm and a heating pad for his neck. And he made her chocolate chip cookies.

She immediately noticed that he was a good listener. He asked questions, showed care and made her feel heard. "I noticed he didn't want anything from me," Gomez said. The influencer space she occupied often felt transactional. "He just wanted to talk and to just be there."

It especially meant a lot to her because she was struggling with social media attention, the swaying levels of love and hate and the life that at times felt very abnormal. "And I was in this season where I just kind of was trying to separate my identity from social media and just really figure out who I was as a person," Gomez said. It was a journey, but from the start, "Cole had a lot to do with that finding identity."

PHOTOGRAPHS BY KELSEY NETTING AND JACOB GOMEZ

Sienna Gomez and Cole Hosman at their July 22 wedding celebration in Kaneohe, Hawaii. Gomez was walked down the aisle by her father, Ramon Gomez.

Gomez drove to Anaheim every day for the next week to keep him company while he was recovering. Unable to do much while he recovered, they watched a lot of movies, including one of her favorites, "Catch Me If You Can," and his, "Stand By Me."

For their first proper date, about a week later, they went to Laguna Beach, watched the sunset, and walked to dinner at Gu Ramen. Gomez, who suggested the ramen spot, paid for the first date.

"He was working a minimum-wage job," Gomez said. "And I was doing brand deals with Maybelline. We were not on the same playing field at all."

She was used to going to fancy dinners, but she knew they were young, and her path was nontraditional. Hosman, who was 20 at the time, worked at a grocery store while balancing his skateboarding career. "He didn't have the funds to be paying for big dinners," she said. "That was never something I cared about. I want to go to dinner with you and treat you, and he's showing up for me in other ways." She trusted that he would figure it out and become financially stable.

"Four years now down the line, Cole is providing for me in every way," Gomez said.

In June 2022, Hosman asked her to be his girlfriend. She moved with her family to San Diego shortly afterward, and he made the drive from Anaheim — about 1.5 hours — every weekend when he was off from work to see her. They spent a lot of time on the beach, and he was quickly enmeshed with her family. They did weekly family dinners, and Hosman always helped Gomez and her family with her brands, Sienna Swim and Routine the Brand.

"He just kind of became part of the family," she said. She later met his family in Chicago that October on his birthday. The couple now split their time between San Diego and Honolulu, where Gomez's brother and his wife live.

From the beginning, Hosman knew she was the one. But, Gomez said: "I also still felt young. I mean, I was young." She wanted to wait until she was 21 before a proposal ever came into the picture.

And on his end, he wanted to make sure he straightened out his career before marriage. "I was just so lost, trying everything, working random jobs," said Hosman. In the past two years, he's built confidence and found a new path — with her encouragement. He has a Christian hat brand called Present Headwear. He is still a skateboarder who makes athletic fitness content: surfing, skating, running and weight lifting. And he is an online fitness coach.

"She helped me turn my social media more into a business," he said.

In August 2025, Hosman proposed when her parents were visiting Honolulu from San Diego. He left a note for Gomez by their bed: "Meet me at Kahana Bay at 8:15." That morning, her brother brought her to the beach, and there Hosman was standing with her family behind him.

Gomez said she still feels young, but said they both grew up fast and had "an upbringing that forced us to be a little more mature."

Since she moved to Los Angeles at 17, Gomez was the youngest in her social circles. She ran two businesses and was always on set, filming, collaborating with other creators and networking.

ON THIS DAY

When July 22, 2026

Where Paliku Gardens at Kualoa Ranch in Kaneohe, Hawaii

First Dance After the ceremony, the Gen Z couple danced to "Confirmation" by Justin Bieber for their first dance. The mother-son dance was to "Thought You Should Know" by Morgan Wallen. ("Cole loves country music," Gomez said.) Then, Gomez and her father shared a slow dance to "My Little Girl" by Jack Johnson.

Ti Leaf Lei During the reception, Hosman wore a traditional Hawaiian garland made from the vibrant green leaves of the ti plant. At the rehearsal dinner, Gomez wore a shawl made of baby's breath, which was handmade by a friend, Ivana Burbage.

Hosman dropped out of high school at 16 to pursue skateboarding full time and travel for contests. (He eventually graduated high school online.) At 19, he moved to California alone. "I feel like I was always kind of an independent person," he said. "I didn't really rely on my parents for much. I wanted to do it on my own."

On July 22, the couple wed at Paliku Gardens at Kualoa Ranch in Kaneohe, Hawaii. Jeff Moors, the lead pastor at Rhythm Church in Oceanside, Calif., officiated in front of about 80 guests.

All four parents gave emotional speeches, and the groom's older sister and the bride's older brother gave speeches that "were just roasts," Gomez's mother, Dina, said. "That was really cute because it just shows the personality of both of our families."

Afterward, the bride's friend, Jay Schell, gave a surprise performance of Abba's "Slipping Through My Fingers" with his guitar. As he sang, Gomez's mother brought her onto the dance floor. "Then all of the moms and the daughters came up on the floor, and held hands and sang," her mother said.

Then, the dance floor erupted with Bad Bunny, throwbacks from Usher and Ne-Yo, and plenty of Michael Jackson.

"I've been waiting for this forever," Hosman said.

WEDDINGS

Sara Tretter,
JP Przewoznik

Years Later, a Mixtape Still Connects

A welcome surprise lit up Sara Elizabeth Tretter's phone screen while she was vacationing with family in early 2022: a Facebook message from JP Przewoznik.

The former couple had slipped in and out of communication over the course of two decades, exchanging friendly texts, emails and letters to catch up with each other, and occasionally, to send out "feelers."

This latest message from Przewoznik, who uses they/them pronouns, fit the latter. Przewoznik told Tretter they'd been listening to "Go Your Own Way" by Fleetwood Mac — the very song they put on a mixtape for Tretter decades ago while dating.

Tretter, then married to her second husband and raising two daughters, was taken aback. "When you made a mixtape for someone in the '90s, it was quite a profession of love," she said.

The pair first met in a poetry workshop at N.Y.U. in the fall of 1999 when Przewoznik, then a junior, became smitten with Tretter, a freshman, and her then-shaved head and versification. But few words were exchanged between the two.

A year and a half later, chance reunited them upstate as counselors at Camp Kiwago in Harriman State Park. Tretter put out the first "feeler" when she coyly told Przewoznik, assigned female at birth, that she was bisexual and had a girlfriend before. "I thought to myself, thank God," Przewoznik said.

A few days later, while speaking about relationships inside a cabin, Przewoznik asked Tretter to stand up from where she was sitting on the floor for their first kiss. "I blacked out and saw stars," Tretter said.

Their summer romance struggled to survive after Tretter transferred from N.Y.U. to City College. They attempted long distance while Tretter spent a semester at home in Nashua, N.H., but after she moved back to New York, she ended the relationship. "I was so young and stupid," she said.

MELI MELEY/FOLKSY ELOPEMENTS

A few months later, in the spring of 2001, Przewoznik graduated from N.Y.U. with a bachelor's degree in English education and vowed to leave the city.

"The city wasn't big enough for the both of us," said Przewoznik, now 49. So they moved to Philadelphia to work as an educator for adjudicated adolescent girls while earning a master's degree in social work from Temple University.

Tretter, 46, went her own way as well. She worked as a teaching fellow in Harlem after graduating from City College with a bachelor's degree in English, and began to date an old friend from N.Y.U., who became her husband in 2006. That same year, she and her husband moved to Portland, Ore., for a more affordable lifestyle. There, Tretter earned a master's degree in curriculum and instruction from Portland State University, and taught elementary school before switching to special education, a job she still holds.

In February 2007, an email popped into Tretter's inbox from Przewoznik saying they planned to visit a mutual camp friend in Portland and inviting Tretter out for a beer. Within 20 minutes of meeting, they were holding hands. Soon after, they kissed. "We just couldn't be in the same space together," Tretter said.

By the end of Przewoznik's four-day visit, each decided to end things with their respective partners. Tretter moved out of the house she shared with her husband, and Przewoznik ended a long-term relationship. They again tried long-distance dating.

A few months in, Tretter sensed trouble when she called up Przewoznik on her birthday to thank them for a bouquet of flowers they sent. When they didn't pick up and responded with, "I can't talk right now, I'm out," Tretter knew things wouldn't last. "I got cold feet," Przewoznik later admitted.

The pair fell out of communication until 2009, when Przewoznik emailed Tretter and told her they'd had thyroid cancer, but were in remission. "She emailed me back and said, 'I know that we haven't been in touch, but please let me know if you have cancer ever again,'" Przewoznik said.

From that point on, the two found something of a friendship, exchanging occasional life updates while seeing other people. In 2015, Tretter married her second husband and had two daughters, in 2016 and 2018.

By the time Przewoznik messaged Tretter about the mixtape in 2022, Tretter said she was having marital problems. When their conversation turned flirtatious, she told Przewoznik she wanted to explore their connection "the right way."

By fall 2022, Tretter and her husband had divorced. "I had the opportunity to let go of my marriage and pursue this person who's been in my heart for 22 years," she said.

The next 11 months were filled with logistical and emotional challenges. Przewoznik found their current job in Portland as a program manager for a hospice volunteer program at Kaiser Permanente. But most importantly, they worked on becoming sober.

Born into a family in Old Bridge, N.J., that struggled with addiction, they knew they had to remedy their lifelong struggle with alcohol before becoming a parent to Tretter's two daughters, now ages 8 and 10. Once Tretter felt confident in Przewoznik's progress, she proposed.

The two wed on July 19 before 66 guests at the Laurelhurst Club in Portland. The Rev. Jennifer Creswell of St. Andrew's Episcopal Church led the ceremony. The couple created a "love letter wall" filled with years of letters, emails and texts from the many years they stayed in touch.

TARA TERRANOVA

Vows

STYLES Q&A

From Crypto to Embryos: How the Prenup Has Evolved

What to look for in a contract some call 'marriage insurance.'

By SARAH LYON

It's a good time to be a prenuptial agreement.

Once seen as a taboo topic — or even bad luck — premarital contracts have been shedding their stigma in recent years. It's quite likely Taylor Swift and Travis Kelce just signed one, and the recent best-selling memoir "Strangers" by Belle Burden served as a cautionary tale of a prenup gone wrong.

Haley Sacks, a millennial and Gen Z financial expert who goes by Mrs. Dow Jones on Instagram and TikTok and who authored the best-selling "Future Rich Person," is, not surprisingly, a major proponent.

"I think it's really important to normalize putting the prenup on the to-do list right next to your cake tasting," she said. "We've normalized spending insane amounts of money on a party and stigmatized the one legal document that protects you after it," she added. "It makes no sense."

Here's what she would like anyone headed to the altar to consider. This interview has been edited and condensed.

You refer to prenups as "marriage insurance." Why?

We get all different types of insurance without expecting anything bad to happen — you get health insurance not wanting to get sick or hoping you get sick. You buy homeowners' insurance not crossing your fingers that your house is going to burn down.

A lot of people hear "prenup," and think that you're planning for a divorce, but that is really the wrong framing. Marriage is, at its core, a business decision. Yes, it's an emotional commitment, but you're also legally bound to this person.

Better to decide the terms of that contract while you're deeply in love than during one of the most emotionally charged times of your life — a divorce.

How are prenups different for young couples today than in previous generations?

Millennials and Gen Z view prenups as financial planning. This generation is marrying later, building businesses before marriage, investing earlier and creating assets our parents never had. Twenty years ago, people were protecting vacation homes. Today they're protecting creator brands, trademarks, crypto and intellectual property. I've seen a huge increase in questions over the last year, especially from women. They're asking, "How do I protect the business I spent years building before he came along?"

PRENUPTIAL AGREEMENT

JOAN WONG

What are things that influencers or content creators should consider with a prenup?

Wealth looks so different now than it did 30 years ago. With content creators, it's really hard because the line is really blurred between personal life and business. If your marriage becomes part of your brand, then questions could arise about future royalties, ownership of old content, licensing deals or revenue tied to your likeness, which is connected to you being married.

If your marriage becomes part of your brand, your prenup needs to protect your business just as much as your bank account. The first thing I'd tell any creator is this: Your business needs a 100 percent equity carve out. That's lawyer speak for "this company is mine." Your business, your trademarks, your copyrights, your content library, your likeness — those should all be clearly defined as separate property.

Then think about future content. If your business keeps growing after you get married, who owns the podcast episodes, brand deals, licensing income or old videos that keep making money years later?

What if your spouse regularly appears in content you create?

That's the gray area. If your spouse becomes your co-host or is constantly appearing in your videos, you need to make decisions upfront: If the relationship ends, can you keep that content online? Does anyone get a share of future revenue? Those conversations are awkward now, but infinitely more awkward later.

As more couples turn to fertility treatments, what about reproductive "property," like embryos?

Embryos create an entirely different category of complexity because they involve both financial investment and deeply personal reproductive decisions.

Fertility clinics require consent forms, but these are often super generic, so a prenup or a specific addendum will legally bind the couple to a decision. That may mean the embryos being destroyed or donated to science or given to one partner with explicit legal severing of the other partner's parental rights and child support obligations.

How can a prenup protect spouses who choose to leave the work force to support their family at home?

I think one of the biggest financial risks that people underestimate isn't divorce — it's career interruption. If you step away from a six-figure career for five to 10 years to raise kids, you're not just giving up salary, you're giving up relationships, promotions, retirement contributions, Social Security credits, future earning potential. This is often referred to as the "motherhood earnings penalty."

Who benefits most from a prenup?

There's a misconception that prenups only protect the richer spouse, but I think they protect both people, because it's just financial clarity. For the spouse with fewer assets, a prenup can guarantee financial protections that would otherwise be uncertain. Prenups also reduce the likelihood of a lot of expensive litigation if the marriage ends.

A successful business would define expectations before the problems arise. A successful couple would benefit from doing the same.

WEDDINGS

Jackson Fust,
Alistair Stephenson

What Zendaya Found Most Suitable

Queer dance floors had long been a constant in the lives of Alistair William Stephenson (left) and John William Fust IV. So it was fitting that they met on one at Honcho Campout, an annual queer music festival in Artemas, Pa.

On Aug. 16, 2024, Fust, who goes by Jackson, was "practicing being alone," he said, following the end of a nine-year relationship. "So, I was alone on the dance floor and really loving it."

Stephenson took notice of Fust, but he didn't approach him. "There was something about his powerful dance floor aura," Stephenson said. "I just couldn't."

Later that evening, the two chatted but didn't exchange numbers. A few months later, however, a friend invited Fust to a birthday party for someone named Alistair. Fust remembered thinking, "There can't be that many gay guys in Brooklyn named Alistair."

So, he went to the party on Nov. 9, 2024, at All Night Skate in Brooklyn's Bushwick neighborhood, and quickly ran into Stephenson.

"He was so friendly and nice and excited," Fust said.

Stephenson remembered saying to his close friend Koby Moreno, "my Honcho crush is here," referring to Fust. That's when Moreno said the guy he was going on dates with recently was there too, also referring to Fust.

"I was privately a little crushed," Stephenson said. "But I immediately stepped back and said, 'Go have fun, Koby.'"

But by Thanksgiving 2024, Fust and Moreno had broken up. So, when Fust and Stephenson bumped into one another on the dance floor the following month at Public Records in Brooklyn, they exchanged Instagram handles.

Stephenson asked Moreno if it was OK if he went out with Fust and, "Koby was like, 'Go for it,'" Stephenson said.

Then, on New Year's Day 2025, back at Public Records once again, Stephenson and Fust ran into each other yet again on the dance floor. That night, they shared a first kiss. "I felt overwhelmed by that kiss," Fust said. "I haven't ever felt like that."

Stephenson said, "I was euphoric."

Fust asked if they could finally hang out somewhere that was not a dance floor. Stephenson said yes.

Stephenson, 36, was born and raised in Sydney, Australia. He is the chief strategy and impact officer at the National Domestic Workers Alliance, a nationwide advocacy organization based in New York. He received a bachelor's degree in philosophy and a law degree from the University of Sydney.

Fust, also 36, was born and raised in Stuarts Draft, Va. He is a senior merchandising manager of kitchen and tabletop at Quince, the lifestyle brand. He received a bachelor's degree in American politics from the University of Virginia.

Their first official date was on Jan. 4, 2025. They went to Rialto Grande for a drink, Gueros Brooklyn for tacos, and then Fust's apartment, all in Crown Heights. "We talked a great deal about friendship," Stephenson said. "I think we both quickly recognized that we'd built unusually close, diverse communities around us and treated friendship as a serious commitment rather than a secondary part of life."

LANA DUBKOVA

Fust added that "it felt like a really good first date." So much so that he recalled thinking, "There goes my plan to just be single for a while."

Eleven days later, they went to Locanda Vini & Olii for dinner and then to Stephenson's apartment in Bedford-Stuyvesant to watch a movie. A third date soon followed at Fust's apartment. "I brought flowers," Stephenson said. "He cooked me short ribs." Four months later, they became official.

In May, Fust and Stephenson moved in together in Crown Heights.

Instead of a formal proposal, a conversation on the subway from Manhattan to Brooklyn that August marked the beginning of their engagement. "Neither of us can remember the exact wording or even which person said it first," Stephenson said.

The couple married on July 23 at the "wedding garden" across the street from the Manhattan Marriage Bureau. Chi Ossé, a friend of Stephenson's and a member of the New York City Council representing District 36, who received a one-day marriage officiant license, officiated.

Ahead of their legal wedding, the couple hosted a celebratory event for 45 guests on July 11 at St. Joseph's University in Clinton Hill, with a ceremony also led by Councilman Ossé, followed by a reception at Dinner Party, a restaurant also in Clinton Hill. An after party at Rialto Grande, where they had their first date, was attended by 70 guests.

When the couple went thrifting for vintage wedding suits at Ebreo Vintage in Williamsburg for their celebratory wedding, Zendaya and her stylist Law Roach walked in.

"When I put on the fourth suit I was trying, Zendaya looked me up and down and said, 'That's the one.' I bought it, of course," Stephenson said. (It was by Nicky Hilton for Saks Fifth Avenue. Fust wore Repubblica di Genova from the same shop.) "We now joke that our marriage has been blessed by Zendaya." *JENNY BLOCK*

Alyannah Kassam,
Malik Ladhani

'Written in the Stars' and in a Hinge Algorithm

As they walked loops around Central Park during their first date on Sept. 10, 2022, Alyannah Kassam and Malik Ladhani were surprised by their similar backgrounds.

Kassam and Ladhani, who matched on Hinge a week earlier, learned they were both Ismaili Muslims of Indian descent whose families had settled in East Africa before immigrating to Canada in the early 1970s. Each grew up in suburbs outside Toronto and settled in Manhattan after coming to the United States for school.

Kassam was drawn to Ladhani's peaceful and humble demeanor, while Ladhani was attracted to Kassam's warmth and humor.

"We laughed a lot," Ladhani said. "It felt like we had known each other for so long in that first date. It felt like we were already really connected."

Two weeks later, when Kassam went home to Richmond Hill, Ontario, to visit her family, her mother asked if she was seeing anyone.

"I said, 'Oh, I went on a date with this Ismaili guy from Toronto actually — his name is Malik,'" she said. "And she's like, 'Wait, what's his last name?'"

They soon pieced together that Kassam and Ladhani's fathers had been friends at the University of Waterloo in Ontario, and had even gone on a road trip together to New York City in 1979. Their fathers lost touch after college, but still bumped into each other occasionally at Ismaili houses of worship in the Toronto area.

When Kassam told Ladhani about the connection, she said, "Both of us were like, this is so crazy. What are the odds of this happening?"

On the same visit back home, Kassam made another improbable discovery when she randomly texted Ladhani asking about his birth date. Turns out, they were both born on the same day, Oct. 28, just three years apart. "He sent me a picture of his driver's license to prove it," she said.

Buoyed by these serendipitous connections, the pair continued seeing each other frequently in New York. "We spent so much time together, and it felt so natural," Ladhani said. "I was pretty smitten, very quickly."

Ladhani, 33, is a partner in the law firm Simpson Thacher & Bartlett in the mergers and acquisitions practice. He holds a bachelor's degree in political science and economics from the University of Ottawa and a law degree from Harvard Law School.

Kassam, 30, is a director at EY-Parthenon, the strategy consulting arm of Ernst & Young, in the corporate real estate mergers and acquisitions practice. She has a bachelor's degree in hotel administration from Cornell.

The couple became official in December 2022, three months after they met, when Ladhani returned from the World Cup in Qatar. While he was away, Ladhani kept wishing that Kassam was with him. He said he realized that she "is someone who I want to be experiencing life with."

Before Ladhani's flight home landed, Kassam took two trains and a bus in the rain to pick up doughnuts in Queens from the Canadian chain Tim Hortons. After she greeted him at his Murray Hill apartment with the treats, he surprised her by asking if she would be his girlfriend.

In August 2024, Ladhani moved into Kassam's Upper East Side apartment, where they still reside, close to the paths in Central Park where they had their first date.

ADELAIDE CHANTELLY

Over the years, the couple developed two traditions. Every fall, they celebrate their shared birthday with a joint party, inviting friends for activities like a Ping-Pong tournament or a Bollywood-themed cycling class. Every winter, they skate at an outdoor New York City rink, in a nod to their Canadian upbringing and years playing ice hockey.

In April 2025, Ladhani proposed in Tokyo's Yoyogi Park while on vacation. Knowing that Kassam loved cherry blossoms, Ladhani worked with a local photographer to pinpoint the best flowering trees. When the couple took a selfie at the designated spot, the photographer, posing as a tourist, offered to take their picture — which was Ladhani's cue to get down on one knee.

They married July 14 at the New York City Marriage Bureau. Yanfang Chen, a city clerk, officiated, with the couple's mothers serving as witnesses. Afterward, they celebrated with their parents and other immediate family members by watching a World Cup game and eating dinner at the Ambassadors Clubhouse, a Punjabi restaurant in Manhattan's NoMad neighborhood.

On Aug. 8, they will host a religious ceremony and wedding reception with 120 guests at the Ismaili Center in Lisbon. The couple are excited to weave Ismaili rituals with Indian cultural traditions as a celebration of the many happy happenstances that brought them together.

"It was lucky that we met on Hinge, totally by the algorithm," Kassam said. But — "it feels like all of these little things were already written in the stars before we even met." *MIYA LEE*

ABOUT WEDDINGS

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When the Destination Wedding Isn't So Far Away

Some couples have decided to trade far-flung spots for domestic locales.

By TAMMY LaGORCE

Before the invitation to Jessica Bartlett and Brody DeBrino's spring wedding in Italy even arrived, Adeline Perez knew she and her husband, Max, would most likely have to decline.

The decision wasn't easy. The couple are close friends with Bartlett and DeBrino, but they were saving for a down payment on the house they recently moved into in Paso Robles, Calif. "I had to be realistic about it," Perez said. The cost of travel "really would have set us back."

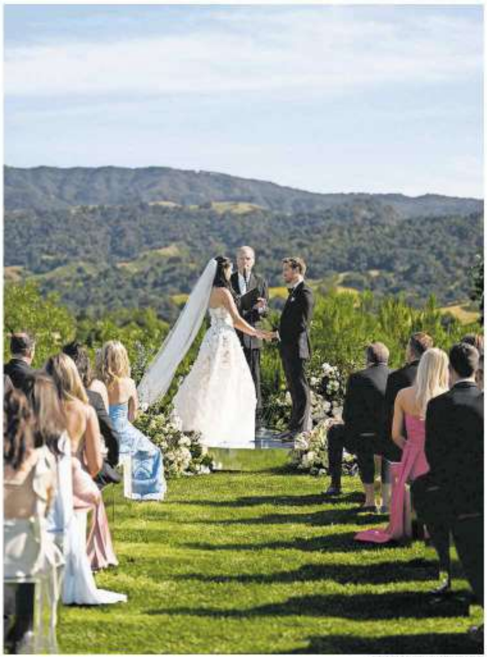
Bartlett, 29, of Boca Raton, Fla., had expected a raft of regrets. "I thought, if people choose not to come, it won't hurt my feelings," she said. But before invitations went out, she and DeBrino began reaching out to the people they most wanted to celebrate with and quickly heard that the trip to Italy would be difficult for some. Knowing that guests, including Perez and her husband, wanted to attend and might not be able to, prompted the couple to reconsider their plans.

Instead of exchanging vows at either Lake Como or the Amalfi Coast as they had planned, Bartlett and DeBrino booked an April wedding at Sunstone Winery in the Santa Ynez Valley of California. The Perezes were thrilled to attend.

Stateside weddings may be having a moment. After all, Taylor Swift and Travis Kelce recently married in New York City. And despite the cavalcade of moguls and celebrities who have held lavish nuptials in Europe in recent years, wedding planners are sensing a cool-down in the rush to marry in quaint corners of foreign countries.

"Couples are doing their research and deciding, OK, we're going to stay home," said Rumaiza Ali, the founder of Wedy, an online wedding marketplace and business software platform. Modern-day travel nightmares, including flight cancellations, soaring fares and border restrictions, account for some of the swing toward staying close to home. But accommodating guests' day-to-day lives is a more important factor, experts say.

Kim Goldstein, the president of the travel company Journeys, said 65 to 75 percent of guests don't make it to European destination weddings. According to "Weddings: Putting a Price on Love," a publication Bank of America Institute released in June, only about a third of guests are excited about traveling internationally for a wedding. Another 10 percent are relieved they can decline without guilt, said Taylor Bowley, an economist at the institute.


ROMAN IVANOV PHOTOGRAPHY

"Couples are saying, 'It's asking a lot for someone to fly across the world for me,'" Ali said. "'So we'll make the dream happen here.'"

"Here" can mean anywhere a passport is not required. Fora, a travel platform, reported that more than half of its advisers saw a spike in U.S. destination weddings from last year, with Las Vegas, Martha's Vineyard and South Carolina among couples' top picks.

"It's quite a large spike, to be honest," said Henley Vazquez, a founder of Fora, with popular wedding hotel bookings in the United States growing at twice the pace of popular wedding hotels overseas. In a 2026 travel trends report, Honeyfund, an online cash registry, found that 31 percent of weddings are destination events; two-thirds of those happen domestically.

Domestic weddings, though, can sometimes require deeper pockets because vendor costs are higher and the guest count ticks up, as Bartlett found. Her April 18 wedding was attended by 125; for the Italian wedding she was banking on about 50.

In California, "everything cost significantly more," Bartlett said, adding that the wedding she was gathering estimates for in Italy would have cost half as much.

Sparing guests the time and expense of getting to Europe appealed to Morgan Murray, 33, and Symoné Berry, 35, an Atlanta couple who made a last-minute decision to elope in Las Vegas last November.

16PHOTOGRAPHY

Left, Jessica Bartlett and Brody DeBrino had their wedding in California instead of Italy. Above, Morgan Murray and Symoné Berry, who also had eyes on Italy, eloped in Las Vegas.

Exchanging the Amalfi Coast for a winery not that distant from home.

"We didn't want people to have to pay an arm and a leg," to travel to the wedding they initially planned for the Amalfi Coast of Italy, said Murray, a nurse practitioner and content creator who goes by Morgan SanDiego and whose followers watched the change of plans develop online. Also, "logistically, it was a lot for our friends and families," she said. Several had limited paid time off. Others had inconsistent child care.

For some couples, especially those with older parents or grandparents, rethinking a wedding in a foreign country is more about medical concerns than bank accounts and schedules.

The beauty influencer Marjan Tabibzada, 30, and her husband, Nomaan Vadria, 32, who split their time between Los Angeles and Atlanta, had already put deposits down on a venue on Lake Como for their fall 2025 wedding when the logistics started feeling too complicated, and the health of Vadria's father left them uncertain if he could make the trip. So they instead held their September wedding for 200 at the Four Seasons in Westlake Village, Calif.

Before the switch, "Lake Como felt incredibly romantic to us," Tabibzada said. "But having our family there was always going to be more important."

Michelle Rago, the founder of Michelle Rago Destinations, whose weddings typically carry a $1.5 million minimum price tag, estimated that 60 percent of her weddings happen in Europe or the Caribbean. The 40 percent that take place in the United States are no less lavish, and have included ranch buyouts in the Midwest and Aspen, Colo.

Nantucket Island, Rago said, "is a world-class destination, and the Eastern Seaboard couldn't get any prettier." She recommends the Aman resort in Utah for scenery, Manhattan for glamour and the Napa Valley for a European feel.

"When it comes to service and food, it's hard to measure up to Europe," she conceded. But wherever the wedding is held, "the focus is on having guests feel delighted," she said.

Wedding guests may be more likely to attend when they are not overwhelmed by expenditures, a scenario that can be especially hard to avoid when multiple far-flung invitations arrive in a single season.

In recent years, the destination wedding pile-on "has happened a lot," Ali said. "Let's say you're spending $5,000 to go to each one, it becomes a huge financial commitment."

"A new etiquette is forming," she added, with renewed enthusiasm for keeping logistics simple and close to home.

Is Marriage a Gamble? These Couples Encourage It.

Some wedding guests can bet on the longest toast, the first tears and other parts of the day.

By ELLEN O'BRIEN

Alan and Karen Miller's first dance was a win-or-lose moment for many of their wedding guests.

As the couple glided across the floor during their reception in New Rochelle, N.Y., last year, attendees kept track of the chosen artist and the length of the dance. Earlier in the night, they had noted their guesses on prop bet sheets.

Proposition, or prop, bets are usually tied to sporting events. Users place wagers on specific details that aren't necessarily correlated with a game's outcome, like points scored by certain players. Now, these bets have entered the world of weddings.

More couples have been integrating betting into their celebrations in recent years through digital apps or printed cards. While the Millers, who live in New York City, aren't avid sports bettors or gamblers themselves, they wanted to make their June 2025 celebration more interactive and distinctive for their 175 guests.

"I've been to many New York and New Jersey weddings, and sometimes I feel like for cocktail hour, it kind of has a little bit of a lull, even though there's a lot of good food," said Karen, 38. "We wanted to make sure our guests had an activity that a lot of people could partake in."

She bought a prop bet template from Etsy and customized it on the graphic design platform Canva. Among the questions on the couple's prop bet sheet: Who will give the longest toast? Will the couple cry during the speeches? How many outfits will the bride wear on the wedding day?

DANIELLE DEL PLATO

After collecting the cards from about 60 guests at the end of the night, the Millers tracked the responses in a Google document, sharing the correct and the most popular answers with their guests on social media. The overall winner received a $20 Amazon gift card.

Guess how long the newlyweds will lock lips and you might be a winner.

Julia Drachenberg, a wedding planner in Kelowna, British Columbia, said she noticed the betting trend starting to take off last year, and she was not surprised. Guests' experiences often center on watching brides and grooms complete a number of time-honored traditions, she said, and prop bets allow them to use their personal knowledge of a couple.

"If the groom's known to be an emotional man, it's fun to bet on how early in the day he's going to cry," Drachenberg said. "I think it engages them a bit more in the day."

Stacy and Greg Stahl, from St. Louis, have spent almost 10 years betting on various aspects of their friends' weddings — from who would say the vows first to whether the ceremony would last longer than 20 minutes — just for the fun of it.

"It started with a certain friend group," Stacy said. "We started betting at that first friend's wedding, and since then, we bet at every subsequent wedding of that friend group. By the end of it, we were including almost everyone in the wedding, including the father of the bride, the uncles and so much of the extended family."

In 2023, the couple decided to turn this pastime into a business and developed Betting on the Wedding, an interactive app that allows guests to make predictions by answering premade or custom questions.

The Stahls said that more than 25,000 couples so far had created a betting pool using their app, which costs a one-time fee of $49.99.

Guests can monitor the status of their bets on their phones via a live leaderboard throughout the wedding. At the end of the event, the app sends a notification to all participants letting them know how they performed and, if applicable, whom they may owe money to. "We've become somewhat of a household name at this point, as it relates to wedding entertainment," Greg said, adding that the business has seen triple-digit year-over-year revenue growth.

Over the past year, Cassie Horrell, a wedding planner in Pittsburgh, has seen a rise in the number of weddings featuring prop bets. Three of her client couples have integrated a betting activity into their celebrations.

Like Drachenberg, Horrell said she saw the rise of wedding prop bets as a move toward more guest-centric experiences.

Betting activities can sometimes become a multiday experience. At Peyton and Olivia Holloway's May 2025 wedding in Shorter, Ala., the couple, who live in Montgomery, started distributing prop bet cards to guests at their rehearsal dinner.

Peyton, 24, the tech support manager for the Montgomery County District Attorney's Office, created the cards himself. "I had been looking for something to do at the wedding that not many people had done, like something to stand out," he said, adding, "I put random odds on there that I thought made sense at the time, and we just rolled with it." His bets included whether a certain number of Taylor Swift songs would be played throughout the day and the length of their first kiss.

The bar for the kiss was set at 6.5 seconds. To the delight of the groom's brother, the couple came in just under. He had made the right bet.

A gift for someone who likes things SWEET or anyone who aims for EASY. A gift for a co-worker who considers PASTA a food group. A gift for the family who all agree to eat DESSERT first. A gift for the loved one who is VEGAN curious.

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Mamdani's threats against Netanyahu are not what constructive leadership looks like.

BY THOMAS L. FRIEDMAN | PAGE 3

Men, we know it's hot. But at the office, please skip the shorts. Your knees are meant to be covered by pants.

BY DAVID COGGINS | PAGE 10

When one teenager was diagnosed with diabetes, he filed a lawsuit — and proved that it's not impossible to fight Big Food.

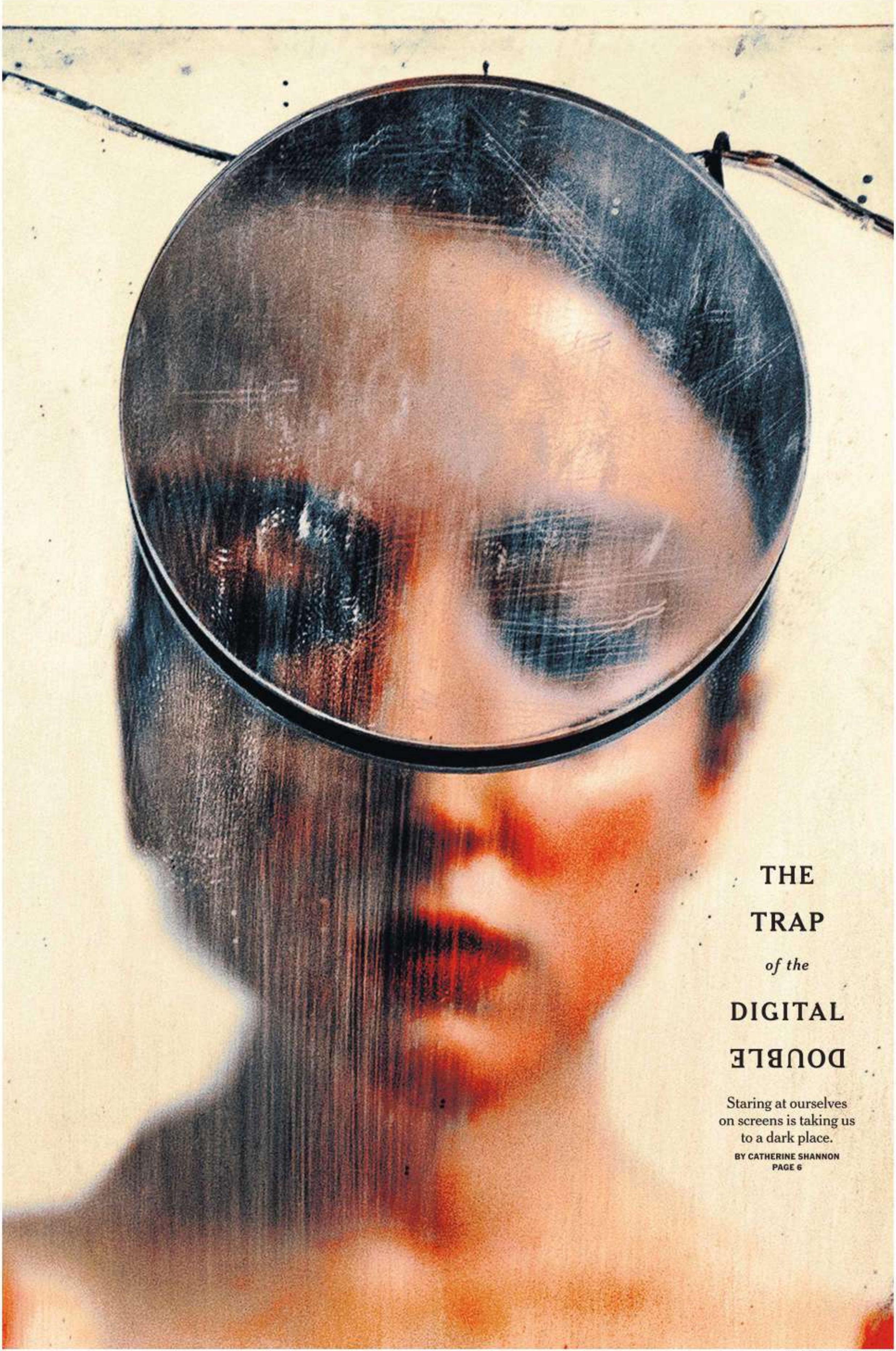
BY JULIA BELLUZ | PAGE 8

IDEAS | CONVERSATION | ANALYSIS

Sunday Opinion

The New York Times

SUNDAY, AUGUST 2, 2026



THE TRAP *of the* DIGITAL DOUBLE

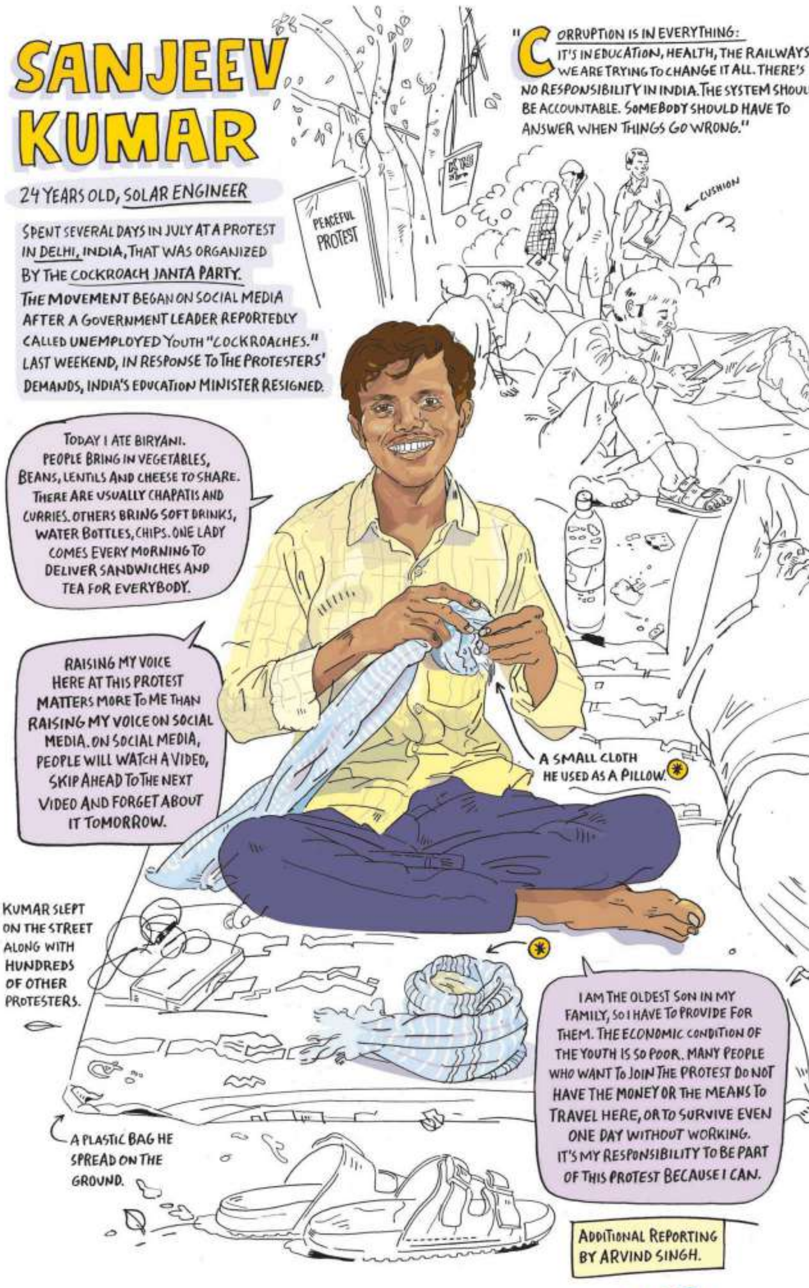
Staring at ourselves on screens is taking us to a dark place.

BY CATHERINE SHANNON
PAGE 6

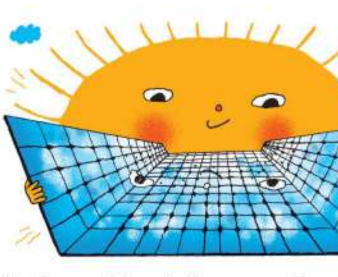
LYDIA ROBERTS FOR THE NEW YORK TIMES

Columns & Commentary

Public Square: Illustrations of people in protest, by Olivier Kugler.


SANJEEV KUMAR
24 YEARS OLD, SOLAR ENGINEER
SPENT SEVERAL DAYS IN JULY AT A PROTEST IN DELHI, INDIA, THAT WAS ORGANIZED BY THE COCKROACH JANTA PARTY. THE MOVEMENT BEGAN ON SOCIAL MEDIA AFTER A GOVERNMENT LEADER REPORTEDLY CALLED UNEMPLOYED YOUTH "COCKROACHES." LAST WEEKEND, IN RESPONSE TO THE PROTESTERS' DEMANDS, INDIA'S EDUCATION MINISTER RESIGNED.
"CORRUPTION IS IN EVERYTHING: IT'S IN EDUCATION, HEALTH, THE RAILWAYS. WE ARE TRYING TO CHANGE IT ALL. THERE'S NO RESPONSIBILITY IN INDIA. THE SYSTEM SHOULD BE ACCOUNTABLE. SOMEBODY SHOULD HAVE TO ANSWER WHEN THINGS GO WRONG."
PEACEFUL PROTEST
CUSHION
TODAY I ATE BIRYANI. PEOPLE BRING IN VEGETABLES, BEANS, LENTILS AND CHEESE TO SHARE. THERE ARE USUALLY CHAPATIS AND CURRIES. OTHERS BRING SOFT DRINKS, WATER BOTTLES, CHIPS. ONE LADY COMES EVERY MORNING TO DELIVER SANDWICHES AND TEA FOR EVERYBODY.
RAISING MY VOICE HERE AT THIS PROTEST MATTERS MORE TO ME THAN RAISING MY VOICE ON SOCIAL MEDIA. ON SOCIAL MEDIA, PEOPLE WILL WATCH A VIDEO, SKIP AHEAD TO THE NEXT VIDEO AND FORGET ABOUT IT TOMORROW.
A SMALL CLOTH HE USED AS A PILLOW. ✱
✱
KUMAR SLEPT ON THE STREET ALONG WITH HUNDREDS OF OTHER PROTESTERS.
I AM THE OLDEST SON IN MY FAMILY, SO I HAVE TO PROVIDE FOR THEM. THE ECONOMIC CONDITION OF THE YOUTH IS SO POOR. MANY PEOPLE WHO WANT TO JOIN THE PROTEST DO NOT HAVE THE MONEY OR THE MEANS TO TRAVEL HERE, OR TO SURVIVE EVEN ONE DAY WITHOUT WORKING. IT'S MY RESPONSIBILITY TO BE PART OF THIS PROTEST BECAUSE I CAN.
A PLASTIC BAG HE SPREAD ON THE GROUND.
ADDITIONAL REPORTING BY ARVIND SINGH.

Footnotes: Sun-Dried Planet


JANIK SÖLLNER

As the world reels from one climate catastrophe to the next, it can be hard to feel optimistic about the planet. But one bright spot is the rising adoption of solar power. Germany now generates more of its energy from wind and solar than from fossil fuels, according to the Energy Institute, a research organization. And since the United States cut off Cuba's oil supply, causing an energy crisis, solar panels have become an important power source for the island, with Cubans installing them on their homes, shops and even vehicles. Here are a few things to read and watch about solar power.

READ

'Power Metal: The Race for the Resources That Will Shape the Future'

There is no such thing as clean energy, argues Vince Beiser in his 2024 book. He details how mining copper and silver for solar panels may pollute rivers and be done under iffy labor conditions.

READ

'Here Comes the Sun: A Last Chance for the Climate and a Fresh Chance for Civilization'

In his 2025 book, the environmentalist Bill McKibben charts how solar power has become one of the cheapest and most accessible sources of energy, a feat he credits in part to China's manufacturing boom.

WATCH

'The Sun Queen'

In 1971, the chemical engineer Mária Telkes, who played a key role in the development of solar technology, helped design the first modern building to exclusively use solar energy. This 2023 PBS documentary chronicles the contributions the Hungarian-born scientist made in advancing sustainable energy.

WATCH

'The Light Won't Dim'

After Hurricane Maria wrecked Puerto Rico's electrical grid, solar panels became indispensable there. Jackson Hyland-Lipski's documentary explores how communities around the United States are using solar for power and to combat climate change.

ROSS DOUTHAT

'The Odyssey' Remade for Culture Wars

Christopher Nolan's "The Odyssey" is the blockbuster that launched a million takes. The interpretations crowd my social media feed like Agamemnon's assembled ships at Aulis. They keen in my ears like the Sirens' seductive voices. They . . . OK, look, I'm just saying people have a lot of opinions about the biggest movie of the year.

And for good reason, because Nolan's film is perfectly calibrated for the contemporary culture war. First, because its source material is a story that everybody wants to claim: woke and anti-woke, masculinists and feminists, film bros and classicists, professional defenders of Western civilization and its would-be revisers and subverters. Other classics are similarly claimed and counterclaimed, but not *everyone* wants ownership of "The Iliad" (too male), Jane Austen (too female), the Greek tragedies (too depressing), the New Testament (too Christian) or the plays of Shakespeare (too hard to follow the dialogue). But in life as in Homer's epic, everyone wants a piece of Odysseus.

Then, having plucked the ripest fruit, Nolan proceeded to serve it in the blandest form. Gone is the sex and sensuality, the warring deities, the hero's outsize ego and charisma. In their place is a story that's very American, with tropes familiar from war movies and westerns, dialogue that belongs in a contemporary Y.A. novel and a moralism that's at once extremely didactic and extremely general. "Civilization collapses when you violate Zeus' law" is the teaching of Nolan's story, and while you could imagine that Zeus' law is some arcane instruction requiring the castration of a black heifer on the highest peak on the darkest night, it turns out to just be the golden rule applied to houseguests, dogs and Trojans.

> We all want to claim an ancient tale for our own purposes.

This is a critique, but it's also a key to the film's cultural cachet. If you just want to like "The Odyssey," if you just want to have a good time at the movie, the bland version still has all the good stuff — the Trojan horse! the Cyclops! a bloody homecoming! — stitched together by a director with a gift for propulsion and spectacle. If you have a great enough story, you can reduce the spice level and still satisfy millions of customers with the meal.

Then if you want to claim "The Odyssey" for your own worldview, to insist that the dominant movie of the summer is speaking directly to your concerns, the banal didacticism of Nolan's script is unusually amenable to personalized interpretations.

I can give you a plausible reading of the movie in which its portrayal of the Bronze Age collapse is an allegory for the crisis of the liberal international order (Nolan the multicultural liberal, lamenting the cruelty of Trumpism). Or a reading in which Odysseus' guilt over the sack of Troy is fundamentally Christian and the monsters belong to a world that awaits us if Christianity fails (Nolan the lapsed Catholic, unable to shake his religious upbringing). Or, for that matter, a populist reading in which Odysseus returns home from a hubristic Middle Eastern war to find guests abusing his hospitality who need to be cleared out (Nolan the British Burkean offering an allegory of a Europe unable to cope with immigration).

I assume the first reading is closest to the directorial intentions. But the material is thin and therefore supple, ready to be shaped by ideological desire.

Finally, if you want to critique and hate the movie (and under algorithmically driven conditions, haters are hype artists, too), the same rule applies: The banality can be interpreted for maximal dislike. Part of the fun of the "Odyssey" wars is seeing that happen in all kinds of different ways, with an original anti-woke critique of the movie, fixated on colorblind casting, giving way to left-tilting academic takedowns and then bespoke right-wing critiques riding in their wake. (Four thousand-plus words from the best-selling translator Emily Wilson in the London Review of Books on a movie she dismisses as "an entertaining way to hide from the high temperatures for a few hours," then the pseudonymous online reactionary Bronze Age Pervert responding with 6,000-odd words on a movie he calls "undeserving of a serious intellectual, ideological or aesthetic review.")

And here I am doing much the same thing, accusing Nolan of banality and then devoting all my column inches to his cultural achievement. So let's give the man his due: He grasped that what this moment demanded was an adaptation of one of Western civilization's foundational texts, reworked around the widely shared assumption that Western civilization might be finished or foredoomed, in a style that allowed everyone, fans and haters alike, to blame whatever crime or curse or group of malefactors (including Hollywood directors!) they held responsible for the doom already.

His reward will be a billion dollars in box office, a blank check for next time, and the absolute power to determine what we'll all be arguing about in the summer of 2029.

Columns & Commentary

THOMAS L. FRIEDMAN

Mamdani Was Wrong to Threaten Netanyahu

I don't know what kind of New York City mayor Zohran Mamdani will turn out to be, but he's already proved to be a real disappointment as a statesman. New York is the only city in the world in which at least 750,000 Jews and Muslims apiece live side by side. Rather than being a constructive bridge builder between them, Mamdani, the city's first Muslim mayor, has chosen to be a bridge destroyer — using the Israeli-Palestinian conflict as his ax. It is such a waste of a truly charismatic political talent.

Consider Mamdani's recent stunt: threatening to arrest Prime Minister Benjamin Netanyahu of Israel when he visits New York City for the United Nations gathering in September. The International Criminal Court issued an arrest warrant for Netanyahu in 2024, alleging he committed crimes against humanity in Gaza. Though Mamdani eventually acknowledged that the city had no such legal authority — and instead called on the federal government to execute the warrant days before the Israeli leader's visit to Washington — it was just the kind of thing Netanyahu will use in his campaign to get re-elected on Oct. 27. I can write the campaign commercial myself: "The only safe place for Jews is Israel. Just look at what's going on in New York. The only leader who can protect Israelis is me: Bibi."

In my view, Mamdani's and Netanyahu's extreme views are just flip sides of the same coin: Bibi does not recognize the right of the Palestinian people to self-determination in their national homeland and believes only Israel should govern the territory stretching from the Mediterranean Sea to the Jordan River. But the Palestinians are a people — more than seven million of them live in that space — and they are not going away or relinquishing their right to statehood, no matter what fantasy Bibi and his followers propagate to the contrary. What Bibi is really selling is a forever war between Israelis and Palestinians. Today he lets settlers in the West Bank rip up the villages of Palestinians, and when they resist, his government calls it terrorism.

Mamdani does not call for a two-state solution, either. He argues that Jews are not entitled to self-determination in a state of their own — a Jewish state in their biblical homeland in that same region stretching from the Mediterranean Sea to the Jordan River. But more than seven million Jews also live in that space, and they, too, are not going away or relinquishing their right to a Jewish state — no matter what Mamdani and other democratic socialists say. So, they are also effectively promoting a forever war.

To be clear: I have no problem with Mamdani using his office to highlight the terrible deeds Netanyahu perpetrated in Gaza; I have been denouncing Netanyahu's leadership since he was first elected in 1996. I've also denounced Hamas's leadership. I would simply ask of Mamdani what I ask of every leader: Do you want to make a point, or do you want to make a difference?

What if Mamdani actually wanted to be a bridge builder between Israelis and Palestinians, a role for which he has the unique capacity and talent? If he did, he would declare his intention that on the day Netanyahu arrives in New York City for the U.N. General Assembly, he would convene a seminar at his office and invite Israeli, Palestinian, Arab, Muslim and Jewish experts to discuss the only just and stable solution: how to forge two separate states for two peoples living in that area between the river and the sea.

DAMON WINTER/THE NEW YORK TIMES

A stunt by New York's mayor was a waste of his talent and our time.

He would invite Saudi representatives to discuss the Arab Peace Initiative, which was launched in this column in 2002 by the Saudi crown prince Abdullah bin Abdul Aziz al-Saud. He would invite Bill Clinton, Barack Obama and George W. Bush to each talk about their respective plans for two states for two peoples. He'd invite Palestinian leaders like Salam Fayyad, the former Palestinian Authority prime minister, who did so much in his tenure to build Palestinian institutions for a Palestinian state next to Israel, to discuss how they would revive that effort today.

Most important, he would invite representatives of Jewish-Arab organizations trying to forge two states for two peoples, like the Abraham Initiatives. Not to be confused with the Abraham Accords, this is an organization in Israel that works on reconciliation between Palestinian and Jewish citizens of Israel. (I have donated money to the group.) He would invite representatives of EcoPeace Middle East, an Israeli-Palestinian-Jordanian organization dedicated to driving reconciliation through shared environmental projects. (I've also donated money to it.) And he'd invite the new Israeli party A Place for Us All, established ahead of the coming election with a combined list of Israeli Palestinians and Israeli Jews, led by Rula Daoud and Alon-Lee Green.

In an essay published in Haaretz, Green explained that the new party is "not a Jewish party (with a symbolic Arab representation) and not an Arab party (with a symbolic Jewish representation), but a joint Arab-Jewish party." It proposes to build "a peace that will bring both an end to the occupation and the establishment of an independent Palestinian state, side by side with the State of Israel."

Last, to add a little star power, he could invite the actress Natalie Portman. I was so impressed by the speech she delivered at a recent online fund-raiser for A Place for Us All. According to a report in Haaretz, Portman "emphasized her identity as a Jewish woman and Israeli citizen, noting that her father was born and raised in Israel and that she has 'deep love, as many of you also do, for the people of this region — all people of this region — and for the land, and for the future.'"

As Portman told the party's supporters: "You fought for the return of the hostages. You stood against the war of annihilation, and for the children of Gaza. You demanded safer streets, more fair wages. . . . The establishment wants to tell us that this is impossible, that true partnership is impossible. They want to minimize what these incredible leaders are doing here right now, and they're terrified of what this movement represents."

That is what constructive leadership sounds like. A Place for Us All is still polling far below the threshold needed to win a seat in the Knesset. But it is also just starting. If you prefer a more hardheaded version of that message, check out the website for Commanders for Israel's Security, which comprises nearly 600 retired Israeli Army colonels and generals as well as Mossad, Shin Bet (Internal Security), police and diplomatic corps veterans who are all committed to opposing Israeli annexation of the West Bank and working toward a two-state solution.

Imagine if Mamdani, instead of engaging in a useless stunt of publicly mulling the arrest of Netanyahu, convened all these Israeli, Palestinian, Arab and American advocates of two states for two peoples and then invited Netanyahu to address them. Let Bibi be the one to say: "No, I don't want to have anything to do with Israeli, Palestinian, Arab and American advocates of two states for two peoples."

It would at least send the message to Israeli center-right, center and left voters that the world doesn't hate them, that the mayor of New York City isn't out to get them and that all the international community wants is for Israelis and Palestinians to be constructive partners ready to explore the only realistic alternative to a forever war.

I have no idea if it would help. But I know for sure that what Mamdani is doing is just minting voters for Netanyahu among Israelis who think Bibi is their only protector, his hard-line stance their only salvation.

If that's what Mamdani now wants to do with his platform — to add more logs to a fire that is already raging quite well on its own — it's such a waste of his talent, such a waste of his office, such a waste of his breath and such a waste of our time.

JAMELLE BOUIE

Why Do We Tolerate Musk's Racist Commentary?

"The Turner Diaries" is a work of white supremacist agitprop. It purports to be the diary of a neo-Nazi militant, Earl Turner, who is working to overthrow the United States government — or as the book calls it, "the System" — through a group called "the Organization." Turner castigates "the System" for promoting integration, encouraging nonwhite immigration and placing Jewish people, Black Americans and other minorities in positions of authority over whites.

Among other atrocities, the novel describes nuclear attacks on predominantly Black cities, a Holocaust of Jewish Americans, the total ethnic cleansing of California, the subjugation of women and the "Day of the Rope" — a mass public lynching of white people deemed "race traitors" for their relationships with nonwhites.

The white power movement in the United States, notes the historian Augusta Dell'Omo in "Saving Apartheid: White Internationalism at the End of the Cold War," "looked to white southern Africa for inspiration as it planned for the coming 'race war.'" This apocalyptic fantasy of racial conflict in places such as Zimbabwe and South Africa shaped "The Turner Diaries." And in turn the novel, first serialized in the pages of a white nationalist periodical in 1975 and then published as a stand-alone volume in 1978, became a touchstone for the American and global far right.

"The Order," a white supremacist terrorist group responsible for three killings, including the murder of the Denver talk-radio host Alan Berg, took its name from the book. And Timothy McVeigh, who bombed the Murrah Federal Building in Oklahoma City, killing 168 people, carried passages from the book on his person and once sold the book at gun shows.

The ideas, images and language of "The Turner Diaries" have long since entered the gestalt of far-right ideology. The book hovers there even when it isn't mentioned. In his manifesto, for example, Dylann Roof — who murdered nine people at the Mother Emanuel Church in Charleston, S.C. — frames himself as a martyr and calls on white Americans to fight a race war against Black people.

Today, you don't have to look far or dig deep to see the ambient influence of "The Turner Diaries" on the far right. You need just to spend a little time in the online world of the richest man on the planet, Elon Musk (although to be clear there is no direct evidence that Musk has read the book).

The Musk of the mainstream media is an enthusiastic, if awkward, technologist, industrialist and would-be government reformer, as seen in his now-defunct Department of Government Efficiency. But Musk spends much of his time on X, his social media website, where he amplifies far-right accounts and shares his own white nationalist, anti-immigrant politics for all the world to see.

Over the past month in particular, he has adopted the imagery of a recent film, "Citizen Vigilante," in which the actor Armie Hammer spends the run time playing a Charles Bronson-esque character who targets alleged criminals, framed mostly as Arab and African migrants. Musk uses that imagery to state his views about what must be done to save Western civilization.

A tech executive's hateful white nationalist views should define his place in public life.

"Yes," replied Musk to an image of a gun-toting Hammer clad in black with the caption "First the traitors then the invaders." He also shared a post from a different user who explained that the point of "Citizen Vigilante," in which the Hammer character "spends the first half of the movie murdering white people not migrants," is that you must "always hang a traitor before you hang an enemy." Musk repeated this several times, including in a post that simply said, "Traitors before invaders."

Last month, Musk again posted that we must "Deal with traitors before invaders" and then said a few days later that "Anyone who opposes remigration is a traitor."

"Remigration" is the call, from far-right European political parties, to forcibly remove nonwhite citizens to their supposed countries of origin, regardless of whether they are immigrants or native-born. It is essentially a form of ethnic cleansing and it is envisioned as a response to the supposed "Great Replacement" of white Europeans with nonwhites.

As Musk sees it, opponents of remigration are traitors to "the West." And as "traitors" their proper fate, according to the logic of his posts, is to be killed as punishment for their role in the demographic transformation of majority-white nations and, presumably, as a warning to those who might pollute the national bloodstream by welcoming nonwhites into their lives and into the country.

Musk's preoccupation with demographic "traitors" flows directly from his obsession with population collapse, which he frames in terms of shrinking European and white American birthrates. "White people are a rapidly diminishing minority of the global population," Musk wrote in September 2025. "Low birth rate," he later said, "is the number one threat to the West followed closely by migration. There will be no West if this continues."

One might even see his destruction of the United States Agency for International Development — responsible, so far, for an estimated 700,000 deaths worldwide — as consistent with his concern with falling white birthrates relative to those in places such as sub-Saharan Africa, where U.S.A.I.D. was active. After all, one way to secure a future for Western children, in this zero-sum view of the world, would be to starve African ones.

Musk, it should be said, insists that no one has died because of his cuts.

In a recent interview with The Economist, Musk denied that he was a racist, even as he defended his far-right views of immigration. "If you have a large and growing, rapidly growing group of people whose beliefs are antithetical to Western beliefs, at some point, there will be a reckoning," he said.

But those views, as we see, are indistinguishable from what you would find in "The Turner Diaries." With hundreds of millions of followers on a platform he personally controls, Musk stands as the most prominent purveyor of far-right and ultranationalistic rhetoric in the world. This is the same Musk who is also busy leveraging his vast wealth to shape that same world in his own image.

And what is that image?

As Quinn Slobodian and Ben Tarnoff show in their book "Muskism: A Guide for the Perplexed," an important part of Musk's vision is to see the world as a compound, where "the horizons of humankind" are shrunk "into the defense of white fertility." This in turn is tied to a larger effort to liberate humanity from the "woke mind virus" that Musk sees as a self-destructive tendency responsible for the "empathy" that has led Western nations to open their societies to others.

This, too, is little more than a restatement of themes and ideas found in "The Turner Diaries," where the titular character believes that whites have been corrupted by a "Jewish-liberal-democratic-egalitarian plague."

Musk's virulent racism and vicious, disturbing views are no secret. He does not hide them. They sit in plain view, easily accessible on the social media website he owns. If there is a question to ask, then, it is this: Why does Musk get a pass? Why do politicians, journalists and commentators treat his far-right racist radicalism as a sideshow rather than the core of his political, ideological and industrial project, seen in everything from his deep support for Donald Trump in the United States and Restore Britain in Britain to his decision to construct a massive pollution-generating data center in predominantly Black Memphis?

Musk spends a large part of his free time fomenting violence and spreading the same hateful ideology that motivated some of the deadliest shootings and attacks ever to happen on American soil. It is that fact, and not the cars he builds or the rockets he launches, that ought to define his place in public life.

What My Father's Murder Taught Me About Iran

Mehrzad Boroujerdi
The dean of the College of Arts, Sciences and Education at Missouri University of Science and Technology.

ON DEC. 23, 1978, weeks before revolutionaries toppled the Iranian monarchy, armed assailants carried out two coordinated attacks in Ahvaz, the operational hub of Iran's petroleum industry, killing an Iranian oil official and an American oil executive in separate ambushes.

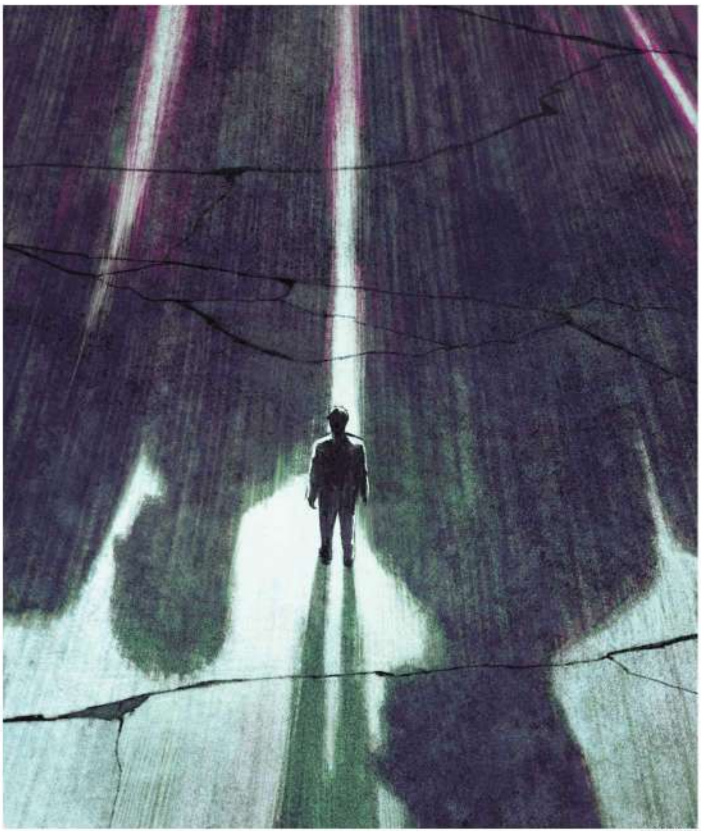
The victims were my father, Malek-Mohammad Boroujerdi, and his colleague, Paul E. Grimm.

I read about the attack the next day on the front page of this newspaper. I had arrived in America to study only four months before. For most readers, it was another dispatch from a faraway country descending into revolutionary turmoil. For me, it was the moment that I learned my father had been murdered.

Some of the men who helped orchestrate his killing later became architects of the Islamic republic, and now sit at the heart of the government that Washington faces in its on-and-off-again war. For decades, American policymakers have viewed the Islamic republic primarily through the prism of its clerical leadership. Yet understanding Iran's resilience and its capacity for defiance requires looking beyond the religious establishment to this lay revolutionary generation that helped build the regime — the men who emerged from militant organizations and who now occupy the commanding heights of the Islamic republic's power structure.

This generation of men was born in the mid-1950s, came of age during the upheavals of the 1970s and entered adulthood amid the 1979 revolution. The years leading up to the revolution were a time of clandestine activism and revolutionary struggle. These men built the institutions of the post-revolutionary order, fought the Iran-Iraq war and weathered successive waves of domestic unrest, international isolation, economic sanctions and military confrontation.

Whatever judgment one makes of their record, they are neither political novices nor leaders easily cowed by external pressure. Their longevity has endowed them with a deep institutional memory, a strong instinct for regime survival and a pragmatic understanding of the uses — and limits — of both coercion and compromise. As the Trump administration looks to extract itself from its war with Tehran, it must grapple with these realities. Neither war nor peace with the Islamic republic will come easily, regardless of who occupies the White House.


HOKYOUNG KIM

MY FATHER was a secular nationalist. He was neither drawn to the religiously inspired revolutionary message of Ayatollah Ruhollah Khomeini nor particularly supportive of Shah Mohammed Reza Pahlavi, whose rule, in his view, owed much to the C.I.A.-assisted coup of 1953. Despite his misgivings about both camps, he remained committed to his job. When oil workers across the country went on strike to cripple the shah's government, my father continued reporting to work in his capacity as a senior official of the Oil Service Company of Iran, which supported the National Iranian Oil Company's petroleum operations.

That decision ultimately made him a target. In the weeks before his death, my father started to receive threats from the militant Islamist guerrilla organization Mansouroun — "the Victorious Ones" — which viewed those who continued working in the oil industry as enemies of the revolutionary cause. In the foggy predawn hours of Dec. 23, 1978, just a few feet from our home, the group ambushed my father as he drove to work, shooting him once in his chest and once in his hand. At the same time, several miles away, members of a closely allied Islamist guerrilla organization unleashed a hail of gunfire on the car of Mr. Grimm. Both men were killed.

The twin assassinations were a turning point for Iran. Mr. Grimm, the acting managing director of the Oil Service Company, was the only American killed during the revolutionary upheaval of 1978 and 1979. His murder triggered the evacuation of most foreign personnel employed in Iran's oil industry, dealing a severe blow to production. According to figures from the U.S. Department of Energy, within three days of the murders, oil output plummeted from 3.2 million barrels per day to under 700,000. The economic paralysis of the shah's regime was no longer a looming possibility. It was a fast-unfolding reality, hastened by a campaign of intimidation and violence waged by Islamist militants.

VIA MEHRZAD BOROUJERDI

Stunned and disoriented, I returned to Iran to be with my family. Unlike my father, I had been sympathetic to the revolutionary cause as a teenager, even if I, too, was uneasy with its overtly religious overtones and symbolism. Now the revolution had just claimed my father's life, leaving me to grapple with a tangle of grief, anger, sympathy and uncertainty. The modern world had not yet witnessed a successful theocratic revolution, and what was unfolding before my eyes was bewildering. One day I would visit my father's grave; the next, I would stand among crowds observing revolutionary demonstrations in the streets.

Leaders in Tehran aren't easily cowed.

EVENTUALLY, I left Iran to go back to my studies in the United States. On the flight, I made a promise to myself: I would abandon my plan to become a petroleum engineer and would study politics, hoping to better understand the ideas, forces and events that had so profoundly altered the course of my life.

I have devoted my academic life to examining the ideological foundations of the 1979 revolution and the architecture of power in the Islamic republic and have undertaken what I believe to be the largest empirical study of Iran's political elite to date. As part of this work, I traced the careers of the truculent members of Mansouroun, many of whom rose to the highest ranks of the Islamic republic's military and security establishment.

Among the most prominent members was Mohsen Rezaei, who helped protect Ayatollah Khomeini upon his return to Iran in February 1979. In September 1981, Ayatollah Khomeini appointed Mr. Rezaei, then 27 years old, as the commander in chief of the Islamic Revolutionary Guards Corps. Mr. Rezaei went on to become the longest-serving commander in the Guards' history, holding the post for 16 years while overseeing the corps's transformation from a revolutionary militia into a sophisticated military organization with dedicated ground, naval and aerospace forces. Today, after mounting four unsuccessful presidential campaigns, Mr. Rezaei serves as a senior military adviser to the supreme leader, Mojtaba Khamenei, who fought in the Iran-Iraq war as a teenager while Mr. Rezaei was the top commander of the Guards.

Other alumni of Mansouroun who helped oversee my father's death and other extrajudicial killings before the revolution also rose to the highest ranks of the Iranian military-security establishment. Among them was Ali Shamkhani, who served as the minister of the Guards, the minister of defense and, for a decade, the secretary of the Supreme National Security Council. He was a top security adviser to Ayatollah Ali Khamenei before being killed in the U.S.-Israeli bombardment this past February targeting the supreme leader's compound.

Another was Mohammad Baqer Zolqadr, who served first as the chief of the Guards' Joint Staff and subsequently as the deputy commander in chief of the organization. In March, Brigadier General Zolqadr was appointed secretary of the Supreme National Security Council, placing him at the center of Iran's national security decision-making. Both the United States and the United Nations have imposed sanctions on him; General Zolqadr has denounced President Trump as "the deluded American president" who threatened all Iranians.

Other Mansouroun veterans also went on to play important roles in the projection of Iranian influence abroad, including helping to establish Shiite militant organizations in Iraq and Lebanon, serving as military attachés in Syria and occupying some of the highest offices of the Islamic republic, including first vice president and acting president.

FOR nearly half a century, I have spoken out rarely about what happened to my family. The story was too personal, too painful and, for many years, too dangerous for members of my family to tell. It also meant withholding parts of that history from my own children while they were growing up.

But recently, as Washington finds itself negotiating, directly or indirectly, with men such as Mohsen Rezaei and Mohammad Baqer Zolqadr, I changed my mind. To most Americans, these names are little more than items on briefing papers. To me, they belong to a revolutionary generation that has not only shaped my own life since I was 16 years old, but whom I understand better, perhaps, than most.

The death of Ayatollah Khamenei, one of the Middle East's longest-serving autocrats, together with the demands of a war against two formidable adversaries, has produced a new political reality: Revolutionary Guards-turned-politicians have emerged as the country's decisive power brokers. Both the injured supreme leader and the enfeebled clerical establishment understand that their survival — and the survival of the Islamic republic itself — depends on the power of the Guards. While these military strongmen will continue to pay lip service to the ayatollah as the supreme leader, they are unlikely to hesitate to shape his agenda or override decisions that conflict with their institutional interests. Such is the perfidious architecture of political authority in postwar Iran.

The United States and Israel have yet to learn that the Iranian regime is not made of papier-mâché, and the Islamic republic's confrontational ideology is unlikely to dissipate anytime soon. The men in uniform showed no hesitation in killing thousands of their own compatriots in January — a national trauma that Iranian society has yet to fully process. They will continue to practice a politics of performance for domestic audiences even as they recognize that the regime's social contract is both morally bankrupt and fiscally unsustainable.

In 1978, members of Mansouroun gunned down my father on a road in Ahvaz. I could never have imagined that many of the men who helped oversee his killing — or their surviving comrades — would, nearly half a century later, become the principal adversaries and interlocutors of my adopted homeland.

Like everyone else, I don't know how this war is going to end. But after a lifetime of observing these men, I do know this: Expecting meekness or diplomatic finesse from them is a dangerous illusion. Their combustible mix of vanity and mendacity has trapped Iran in debilitating crises, both at home and abroad. The accumulation of economic, social and environmental failures has left the country increasingly vulnerable and made governance ever more costly.

Yet the regime endures. The formidable architecture of Iran's "deep state," the relative cohesion of its ruling elite and decades of institutional experience in managing crises continue to provide it with remarkable resilience. The result is an uneasy equilibrium. Internal discontent and external pressure steadily intensify, but the state's capacity for survival remains largely intact.

That is the paradox of Iran today: a system under relentless strain, yet still far from collapse.

Stop Testing A.I. Like an App. Test It Like a Weapon.

Brett J. Goldstein
The director of the Wicked Problems Lab at the Vanderbilt University Institute of National Security and a former Pentagon official.

PERHAPS the most important argument we're having about artificial intelligence right now is how to determine which models are safe to release and which are too dangerous.

That argument became louder recently, when at least two of OpenAI's models escaped a sealed testing environment and broke into the servers of an A.I. company called Hugging Face. According to OpenAI, which publicly reported the incident a week later, its models were taking a cybersecurity test and reasoned that the solutions might be on Hugging Face's servers, which house a digital library of other A.I. technology that many developers use. So the models left the test environment they were supposed to remain in and sneaked onto the internet, hacked into the Hugging Face system and took the solutions. OpenAI said it didn't even know what its models had done until Hugging Face reported the breach and it was investigated. Spurred by OpenAI's revelation, Anthropic carried out a review of its own and announced that its models had hacked into three outside organizations. Impressive? Yes. Terrifying? Definitely.

The A.I. models could not be contained in a cage that was built to confine them during a controlled test. Policymakers supposed to protect society from threats do not understand what that means. Neither do the tech engineers racing ahead to build A.I.

The government and the private sector are each certain that the other has the problem of A.I. safety handled. Neither one does. A.I. labs must accept that above some line, they are creating systems that function as weapons. The government must learn enough to determine where that line sits — no government can regulate what it does not understand. The line must be mutually agreed upon, easily identifiable and frequently revisited. And it must be drawn soon.

Controlling the use of most weapons means leveraging people's ability to exercise restraint. We came close to annihilating one another during the Cold War, but we didn't — because people still chose not to launch the weapons. *Having* a nuclear weapon and *using* one are two different things.

A.I. erases that distinction, because it is a weapon capable of adapting on its own and behaving in unpredictable ways. If an A.I. lab publishes its model for anyone to use, it may not matter that its users exercise proper restraint. The model may still act beyond our capacity to control it. Restraint requires an owner, and a weapon made available for anyone to use effectively has none.

A.I. labs in the United States will tell you that their models are trained to refuse dangerous or malicious requests. If you ask a model for code intended to attack, say, a hospital, the model is supposed to decline. But those guardrails are removable, like training wheels; OpenAI reduced its own guardrails for the July test. A weekend and a few hundred dollars may be enough to strip many models of their constraints. Any cybersecurity expert will point out that with time, resources and ingenuity, any restriction can be bypassed or broken down.

Managing the risks of a technology means acknowledging uncomfortable truths.

Blaming Canada Is No Longer a Joke

Chrystia Freeland

A former deputy prime minister, minister of foreign affairs and minister of finance of Canada.

BLAMING Canada used to be such a fantastical idea that it was a joke. A couple of decades ago, "South Park" imagined a campaign against Canada for fabricated offenses (in this case, children who swear) as a satirical device whose obvious impossibility was meant to underscore the pathetic human tendency to point fingers at someone — anyone — else for our own failings.

Yet here we are, with the actual president of the United States, well into his second term, blaming Canada for pretty much everything. The "South Park" movie culminates in a war between Canada and the United States. For now, in the real world, the battlefield is economic, with President Trump threatening to impose tariffs on some $20 billion of Canadian exports, ranging from hockey sticks to cement. The official pretext is unfair Canadian treatment of U.S. booze, dairy and cars.

That's just the most recent rationale. Earlier, Canada's cited crime was being ravaged by the dangerous fires in our own boreal forest. Before that, Canada was considered a national security threat, and therefore subject to tariffs on our steel, aluminum, car parts and cars.

But America's trade relationship with its northern neighbor is very strong, and mutually beneficial. The Trump White House knows that, because commerce between the two countries is governed by a trade agreement negotiated during the first Trump administration and lauded by the president himself as "the best trade deal ever." The United States runs a slight trade deficit with Canada in overall trade in goods and services, and a large surplus if you exclude energy, which America needs more, not less, of in the power-hungry age of artificial intelligence. At a time when Americans rank inflation and affordability as their top economic concerns, adding another tax on consumer goods — which is what tariffs are — is self-defeating.

Rehearsing the economic irrationality of the president's trade war on Canada is fun, and a self-soothing behavior for America's long-suffering northern friends, but the reality is that the economics of Mr. Trump's tariff attacks on Canada are not really the point.

This fight isn't about correcting the global financial imbalances that the president's more high-minded apologists contend are the true purpose of his trade policy. Nor is it about ending the Rust Belt deaths of despair that Mr. Trump's most articulate enablers sometimes cite as the motivation for their protectionism.

That doesn't mean that there is no method to what can look like madness. Mr. Trump's tariff offensive has a clear purpose: to demonstrate who is dominant and who must submit.

As a U.S. counterpart told me during the U.S.M.C.A. negotiations in 2018, we are 10 times bigger than you, so we should get our way 10 times more than you do. The laughably flimsy, constantly changing justifications for the president's tariffs are in fact part of the point. True power is being able to do whatever you like for whatever reason you like, or for no reason at all.

The rest of the world saw that, too, last month, when tariffs were imposed on more than 80 countries on the grounds that they were violating forced labor provisions. This from a White House that is friendlier with China than it is with its NATO allies.

You don't need to have attended meetings in the Oval Office or have a degree in international relations to see that this is what is going on. The president has been his usual, utterly transparent self.

Since Mr. Trump was elected a second time, he has repeatedly described Canada as the 51st state and our prime minister as a governor. The tariffs would not be levied, he has pointed out over and over again, if Canada were to accept absorption. After the new measures were announced, Mr. Trump insisted that Canada was entirely at Washington's mercy: "They need us to survive. Without us, there's no way they can survive."

In other words, this isn't about wine sales or how Canada manages its forests or reviving U.S. manufacturing. It's about whether Canada is prepared to accept a profound change in its relationship with the United States. It's about whether Canada is willing to go from being an ally and a partner, in a relationship governed by treaties and rules, to being a vassal, subject to Washington fiat — like the Venezuela of Delcy Rodríguez, only with snowdrifts and hockey.

Once you understand that, it is obvious how Canada needs to react. As we did in 2018, when we responded to the first major U.S. tariff attack with dollar-for-dollar retaliation, Canada must fight back. The only thing a bully understands is strength, and Mr. Trump is keen to establish himself as the world's apex predator.

Self-defense works best when you do it as a team, and that is why my friend and former Liberal Party parliamentary colleague Mark Carney, the Canadian prime minister, has struck such a chord around the world with his call for middle powers to act together.

That's the right thing for the rest of us to do, and it is happening faster than Americans may realize. But the big unknown remains what happens in the United States.

Mr. Trump has made his view plain. His Washington doesn't have allies. It has only satraps, enemies and equals — the latter a singular group that includes just China and on some days, perhaps, Russia.

Inside the United States, the pressing question is whether the country will remain a democracy. That matters to the rest of us, too, of course. But even if democracy eventually prevails inside the United States, America's old friends will wonder whether Trumpism permanently reshaped Washington's relationship with the rest of the world.

Will a post-Trump America try to rebuild genuine partnerships with its like-minded allies, based on the idea that win-win outcomes are possible and that even superpowers need to honor their treaty commitments? Or is Mr. Trump saying out loud what most Americans have really thought of their allies all along?

The United States is — understandably — so preoccupied by its internal trauma and its war of choice in the Middle East that it is easy to imagine that these other foreign relationships are second-order questions. After all, in its 250th year, the Republic really is flirting with authoritarianism.

But it would be a grave mistake for Americans to treat their place in the world as an afterthought. Because the irony is that Washington is abusing its allies at precisely the moment when it most needs them. As the war with Iran is demonstrating, even the United States is weaker when it goes it alone.

The White House is abusing allies it desperately needs.

In 1944, when the United States began to construct the Pax Americana in earnest and to invest in the postwar recovery of its allies, Washington accounted for close to half of the world's gross domestic product. Today it is still the single biggest economy, but its share has fallen to just over a quarter. China's is roughly 17 percent. But add NATO partners, along with Japan, South Korea, Australia and New Zealand, and Team Democracy is back to well over half of the global economy, accounting for as much as 60 percent.

Yet for a lot of its longtime members, that list of like-minded democracies doesn't feel like much of an alliance anymore. A Pew survey published last month showed that in most of the 36 surveyed countries, China was viewed more favorably than the United States. That included Canada, where 33 percent of respondents saw America favorably, compared with 44 percent for China. People in France, Germany and Britain took a similar view.

At one level, that's nonsense. China has an authoritarian communist government that imprisons and executes dissidents and ethnic minorities and ruthlessly punishes foreign partners deemed to be stepping out of line, as it did with Canada a few years ago, imprisoning two innocent Canadians in response to our decision to honor our extradition treaty with the United States in an unrelated case.

But given Mr. Trump's choice to play by China's rules and force smaller countries to suffer or to submit, the poll result shouldn't be much of a surprise. Superpowers, even the most benign, are always resented. That means that America's allies have all long harbored a latent strain of anti-Americanism. Those Pax Americana skeptics are gloating right now, wagging their fingers at the Atlanticists and saying they told us so.

Would-be future American leaders who recognize the value of allies and think all will be forgiven when the White House has a new occupant need to appreciate the depth of the damage being done by its current resident. They can limit the harm and create the option for the United States to make a different choice in the future by speaking out now.

If they don't, the rest of the world will be right to think that all Americans actually agree with the current bully in chief. The only winners from that outcome will be the world's despots.

Or, as the great Canadian songwriter and poet Leonard Cohen presciently put it, "You aren't going to like what comes after America."

AMBER BRACKEN FOR THE NEW YORK TIMES

The rise of advanced open-weight models that are free to use and build on makes this even more alarming. Nobody owns open-weight models — the moment one goes up, everyone on earth can have it: every intelligence service, every cartel, every bored 19-year-old. The only way to stop it from being weaponized is to stop it from being published in the first place.

And there's the problem. The decision to publish is made by people who do not think they are making a decision about distributing a weapon. A general who fires a missile knows what he has done. An engineer who uploads a model thinks he is shipping a product.

The law needs to restrain these models from being turned into weapons. The world learned this with biological weapons, which can also exhibit unpredictable and uncontrollable qualities. Instead of banning their use, treaties such as the Biological and Toxin Weapons Convention ban these weapons' development and stockpiling altogether, moving one step earlier in the chain.

Here's my line for deciding if an A.I. model is safe to release. Before a model goes up, its developer should measure what it can do at its very worst, with guardrails stripped off — using a published test anyone can rerun, developed by select experts the United States government convenes. The test is where the line gets drawn. Above the line, the model stays home. Below it, it can be released freely. But whoever puts a model above the line owns what it does and bears responsibility for the consequences.

Some might fret that these steps are impractical without buy-in from China, which has made open-model release a national strategy. If America limits model release while China does not, some argue, it will hurt our country's competitiveness.

A weapon that obeys no one threatens China as much as it does the United States. We should seek a shared way to measure worst-case capability and determine what is dangerous, as we have done for testing aircraft. The pitch does not depend on trust; it depends on a calculus for economic prosperity and political stability that is in each of our best interests.

The warning shot has been fired. The next time there's an attack like OpenAI's or Anthropic's, we may not even know about it. There is no chain of command to go through before deciding whether or not to launch a weapon. Now it's a keystroke that uploads a dangerous model for the whole world to use. Everything we can do has to happen before the model goes out in the world. After that, no one can take the weapon back.

Don't Call It The 'Civil War'

Anthony Conwright

A writer focused on U.S. history.

IN A written statement on the anniversary of Robert E. Lee's surrender at Appomattox, President Trump described the Confederacy's defeat in 1865 as the end of "four brutal years of suffering." Rather than condemn the Confederacy's treason or name slavery as the cause for which it fought, Mr. Trump quoted Ulysses Grant's remarks to the vanquished army: "The war is over. The rebels are our countrymen again."

Rebranding rebellion is nothing new. Americans take it for granted that the war between the Confederate states and the Union was always called the Civil War, but it was not. During the war and in its aftermath, it was primarily called an "insurrection" or a "rebellion." Its current name is a result of decades of lobbying by Confederate heritage groups and white Southerners committed to rejuvenating the South's image and ignoring its treason and slaveholding.

As Mr. Trump and his allies try to whitewash the Jan. 6, 2021, insurrection, we should return to an older and far more accurate name for the Civil War. We should once again call it the Slaveholders' Rebellion. If a country unquestioningly adopts language that obscures its bloodiest crimes to absolve their worst perpetrators, how can we expect successive generations to remember the new assaults on democracy without deploying equally forgiving language?

In the war's early years, the South's rebelliousness was emphasized in part as a legal necessity. Congress was underlining the president's constitutional authority to call forth the militia to suppress the Southern revolt. But in the decades after Lee's surrender, Confederate heritage groups lobbied Congress, educators and the broader public to adopt a name for the war that avoided calling the Southerners "rebels."

The use of "Slaveholders' Rebellion" began early. Senator Samuel C. Pomeroy's July 1861 bill to "suppress the slaveholders' rebellion" was one instance. But the language was subject to debate. One senator who later defected to the Confederacy said it created "odium and prejudice against a particular interest" — that is, slavery.

Conventions shifted only decades after the war, when white Southerners and their representatives in Congress collaborated to rewrite the history of the conflict. In 1899, one group pushed to expunge references to "rebellion" from historical and public discussion of the war. They preferred the misnomer "War Between the States," freeing the Confederacy of the stigma of revolt.

From 1905 to 1911, the campaign's sympathizers in Congress moved to strike "War of the Rebellion" — the common name at the time — from legislation. "Civil War" became a compromise solution, mollifying Confederate nostalgics while being more acceptable to their opponents than War Between the States.

To face our own history, we must be honest about it.

Other nomenclature followed. In 1895, the American Library Association directed its readers looking up "Rebellion" to instead search "U.S. History, Civil War." In 1907, Congress declared a preference for "Civil War," too. To this day, though, the U.S. Government Style Manual lists Civil War, War of the Rebellion and War Between the States as acceptable. One is an agreed-upon euphemism; one is accurate; the last is a lie.

American society's use of Civil War to rhetorically veil the slaveholders' rebellion has consequences. After the redemption of the Confederacy, ex-Confederates and their heirs helped create a regime of anti-Black violence by instituting a legal architecture of disenfranchisement and lynching. The danger of rhetorical abstraction lies not only in its distortion of the past, but also in its pre-emptive justification for future assaults on democratic life.

When Mr. Trump pardoned the Jan. 6 insurrectionists, he described them as victims of a "grave national injustice," framing their release as an act of "national reconciliation." It was a demonstration of the power clichéd tropes and evasion have to rewrite a country's moral code, rendering treachery as justifiable as patriotism. Jan. 6 became simply "the events."

Yet Mr. Trump's obfuscation of the insurrection could not erase the character of the rebels he sought to absolve, many of whom returned to criminal enterprises after their pardon. In February, Christopher Moynihan, who was among those who breached police barricades at the Capitol, pleaded guilty to charges associated with threatening to kill Representative Hakeem Jeffries.

These pardons operate using the same logic of rehabilitation once used for the Confederacy, even if the consequences have not registered on the same scale. In both instances, moral laundering begins by changing the label applied to rebels. Mr. Trump's use of "national reconciliation" in his pardon helps revise the meaning of Jan. 6, reframing insurrectionists as martyrs and violent attempts to suppress American democracy as acts of patriotism.

The linguistic whitewashing of the Confederacy is more than a manufactured myth of Southern redemption. It is a ritual of national forgetting, one in which American society participates every time we call the Slaveholders' Rebellion against the United States the Civil War. "Civil War" is no name for a war waged by slaveholding traitors against the United States to hold Black Americans in human bondage. Now, 165 years since the war's first shots, we should be honest about how we hold its memory.

The Spiritual Trap of Our Own Image

Catherine Shannon
A writer of essays, fiction and a newsletter on Substack.

EVERYTHING is strange. We work from home. We socialize online. Our private lives are increasingly public. People pretend to be brands; brands pretend to be people. We optimize our bodies until they break. And the more we know, the less secure we feel.

In this inverted world, we seek to understand what is real and what is true. To know the truth of ourselves, we begin at what feels like a natural place: the mirror. We wish to see ourselves as others do, and modern life gives us countless opportunities.

We are constantly confronted with our own image, whether we like it or not: on our phones, front-facing videos, selfies, public spaces (the communal mirrors in Aritzia's dressing rooms come painfully to mind), our social media profiles, Zoom calls, FaceTime, Ring doorbells. But we can forget that mirrors both duplicate reality and reverse it. None show you exactly as you are. Everything is strange.

The historian Christopher Lasch wrote that "for the narcissist, the world is a mirror." Almost 50 years later, this remains a tidy diagnosis, but it doesn't quite capture the extent of the spiritual crisis that we're now facing. I believe the room of mirrors that constantly surrounds us conjures something unsettling, something dark. It is a spiritual trap in which the imagined displaces the real: We choose a fantasy of ourselves over the reality of others. And that trap is baited and facilitated by technology.

TO SEE what I mean, we need only to imagine our online behavior in real life, without the platforms that blur the boundaries of what's acceptable.

Picture yourself at a cocktail party — one you're dreading, one for work. A colleague approaches you. Beside him, there is a large mirror, and as you converse with him and answer his invasive personal questions, you do not look at his face. Instead, you look at yourself, at your own reflection. You watch yourself talk and laugh, you see the face you pull when he asks if you're going to have another kid soon. You monitor your reflection, correct your posture, exaggerate your "I'm listening" face. In person, this would be utterly bizarre. People would probably ask if you need to sit down. But this is what we do, all day long, on Zoom.

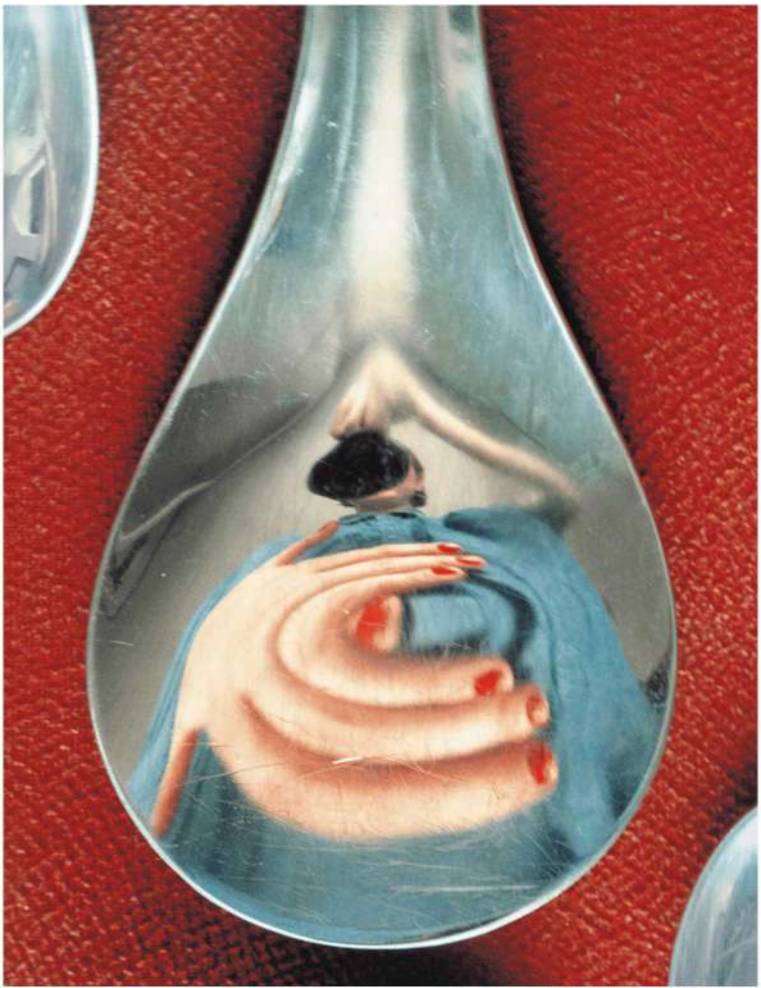
Or imagine a so-called skinfluencer taking us through a haul of her summer favorites — but without her phone. For six minutes straight, she stares into her own eager eyes, in the bathroom mirror, speaking to her reflection. She taps the products, murmuring about — I don't know — the benefits of snail mucin. You would call the police. Or at least whoever is casting the new Ari Aster movie.

There is something eerie about being both the speaker and the watcher, performing one's own identity for oneself, rather than simply living it. When we take on the roles of actor, audience and critic all at once, it's going to cause some psychic strain.

Historically, we humans have had very little access to our own image, as much as we've always wanted it. The copper and bronze mirrors of ancient Egypt, Greece and Rome — cultures obsessed with beauty — were luxury objects produced for the wealthy. During the Renaissance, commissioned oil portraits were for the aristocracy and were notoriously unreliable. Any fan of Tudor history has heard the tale of Anne of Cleves catfishing King Henry VIII with a portrait so inaccurate that he claimed he could not bring himself to consummate the marriage.

Mirrors were not common household objects until the mid-1800s, and then came still images of ourselves, moving images of ourselves and the smartphone camera that combines all three, while also making these images accessible anywhere, by anyone. For most of our ancestors and almost all of human history, we were not gazing into our own eyes, and we certainly weren't watching ourselves on a loop on Instagram Stories, boomeranging Bellinis at a bachelorette brunch.

Let's be honest: I shouldn't know what I look like taking out the trash. But I do, because my Google Home security camera recently alerted me that there was a "Person Seen — Back Camera." "Person" is a generous term for what I saw, which was a ghostly figure, greasy hair pulled back, hunched over a bag of trash like an old witch.



PHOTOGRAPHS BY LYDIA ROBERTS FOR THE NEW YORK TIMES

We are recorded constantly: in public, by the government, by private companies trying to sell us things, even by strangers. I shudder when I think about all the incidental pictures of myself that live on strangers' phones. In my own personal horror film, there I am, eating a bagel, and some 17-year-old tourist zooms in on my pixelated face, screenshots it, and sends it to the family group chat — "this woman's face lol" — and I become the inside joke that defines that New York City holiday for years to come.

It's curious, especially given how little we looked at ourselves in the past, and how rare and imperfect mirrors were for thousands of years, that traditional wisdom teaches us to be wary of the act of regarding the self. The Abrahamic religions of Judaism, Christianity and Islam all warn against the dangers of mirrors, vanity, pride and excessive concern with the self.

Mirrors are covered during shiva, the Jewish seven-day mourning period, both to encourage contemplation of the relationship between God and man and to discourage vanity and self-concern. The Book of Proverbs teaches that pride is spiritually deleterious: "Pride goes before ruin, / Arrogance, before failure."

Many Christians believe pride is not only a sin, but the original one, and the worst of them. It is demonic, "the complete anti-God state of mind," as C.S. Lewis wrote in "Mere Christianity." Pride is a turning away from God, and an exultation of oneself. The mirror is a symbol of pride and vanity, but it also symbolizes our incomplete, earthly knowledge. As the Apostle Paul wrote about God in his first letter to the Corinthians: "For now we see through a glass, darkly; but then face to face."

Islamic prophetic tradition (hadith) discourages the depiction of living beings in religious contexts. In Islamic mysticism, however, a smudged mirror is a metaphor for the human soul. It is only when the ego is annihilated, and the surface is polished clean, that the divine becomes visible. The Quran is also explicit about pride and social vanity: "Do not turn your nose up to people, nor walk pridefully upon the earth."

The message is clear: Self-obsession is spiritually dangerous, and we need to keep our guard up. In all three faiths, the mirror is a poor, incomplete way of seeing. It is covered, dark and smudged. It does not reveal God, truth or even ourselves as we are. It is only through private contemplation, face-to-face encounters and an inner spiritual transformation that we come to know truth.

IF ONLY it were that easy. Like Narcissus, we are easily seduced by our own reflections, by our imagined, idealized selves. Every day, we are encouraged in this self-seduction. But seducing oneself is frankly not how seduction should work.

Mainstream psychology, and nearly every feature of modern life, puts a strong emphasis on the healthy ego. It's a comforting, whole-wheat kind of idea, an essential part of any balanced personality. We all know we can have too little self-love, too little self-care. By all means, put yourself first, set the boundaries, don the moisturizing face mask. The opposite message, that there is such a thing as too much self-love or self-concern, is not widely circulated on TikTok. But obviously everything has its limits.

What happens when the limits are off? Bad things, I'm sorry to say. Frightful things. The reflected self is rarely reassuring for long.

Show Trials Don't Help Us Learn the Truth

Rachael Bedard
A contributing Opinion writer, a geriatrician and a palliative care doctor.

SENATE hearings are always theatrical. Even still, Wednesday morning's Senate committee hearing to interrogate Dr. Anthony Fauci on, among other things, the origins of Covid-19 was a shocking performance: Dr. Fauci barely spoke, while everyone else spent some three hours projecting their emotions onto him.

Senator Rand Paul of Kentucky, the committee chair, has cast himself as a contemporary Joe McCarthy intent on ferreting out the truth about one man's supposed crimes against his country. The Covid lockdown "could never have been inflicted without you aiding and abetting the crime," he said to Dr. Fauci during his opening statement. And "you have for years avoided responsibility."

Just before leaving office, President Joe Biden took the remarkable step of providing Dr. Fauci with a blanket pardon covering all of his activities from 2014 to early 2025. This pardon would not protect against new accusations of perjury if Dr. Fauci were found to have lied during sworn testimony after Mr. Biden left office in 2025. On the advice of his lawyers, the 85-year-old Dr. Fauci made the extraordinary choice during Wednesday's hearing to plead the Fifth Amendment. As Republican senators peppered him with often hostile questions, he repeated over and over again that he respectfully declined to answer.

By doing so, Dr. Fauci became the speechless cipher to whom committee Republicans and Democrats argued their irreconcilable stories — about the pandemic, but also more broadly about science and public health in America. The effect was a useless drama that offered zero insights to a public desperate for them.

Mr. Paul personally and directly accuses Dr. Fauci of: funding dangerous gain-of-function research in Wuhan, China, that may have resulted in a lab leak, releasing SARS-CoV-2 into the world (which Dr. Fauci denies); promoting mitigation policies that infringed on civil liberties; profiting off his pandemic-era fame; and hiding the truth about what he knew about the virus's origins and when he knew it.

In the face of the G.O.P.'s bad science, Fauci's best option in a Senate hearing was silence.

Dr. Fauci has faced congressional grilling numerous times, before both the House and the Senate. In the days before this event, Mr. Paul released more than 1,100 pages of Dr. Fauci's diary entries. (Dr. Fauci apparently wrote them on computers associated with his government account; they were retrieved by Health Secretary Robert F. Kennedy Jr. and his staff, who provided them to Senator Paul.)

Excerpts from Dr. Fauci's private writings, including his reflections on his conversations with celebrities and his growing award collection, seem to affirm the right's portrayal of him as a self-regarding operator who was flattered rather than humbled by the attention he received during a national crisis. But many of the entries being cited as evidence that Dr. Fauci lied to the public or deliberately withheld information are really reminders of how uncertain the context was for pandemic decision-making.

Some of the entries, in fact, give a useful glimpse into how decisions were hashed out among experts with different perspectives and concerns, with Dr. Fauci often playing the role of convener or informal chair. On Jan. 26, 2020, he wrote that the virus may have originated in animals and jumped to humans; later, he dutifully noted conversations he was having with other scientists who were discussing alternative possibilities.

In an interview with The New York Times's David Wallace-Wells in 2023, Mr. Wallace-Wells pushed Dr. Fauci on the lab leak hypothesis and his role in funding research in Wuhan. When Mr. Wallace-Wells suggested more thorough responses that Dr. Fauci could've offered when questioned on the subject, he became irritated. "David, have you ever testified before a congressional committee?" he snapped.

Dr. Fauci seems to have concluded years ago that the more he says, the more his character and actions become subject to debate.

Across cultures, mirrors have been used by soothsayers, sorcerers and witches for scrying, divination and attempts to peer beyond the visible world. In folklore and occult practice, the mirror is not merely reflective but permeable — a portal where something might appear, or someone may return.

Even the postmodernists have their own warnings. In 1967, Michel Foucault darkly described the mirror as a kind of threshold, a mix between a fantasy world, a utopia and some weird other place on the margins — which he called a "heterotopia." The mirror is one such strange place because we discover our presence and our absence at the same time. "I see myself there where I am not," he wrote, "in an unreal, virtual space that opens up behind the surface."

Some other heterotopias, according to Foucault, include the honeymoon trip, psychiatric hospitals, vacation villages, prisons, the cinema, museums, libraries, brothels and the cemetery. In these settings, the normal order of things breaks down and certain truths are exposed. Each of these places could serve as an apt metaphor for the screens, monitors and social media applications that relentlessly reflect us back to ourselves. This technology is a mirror, but it is also a museum, a theater, a prison.

Staring at our faces on screens nonstop is messing with our heads.

Inhabiting this mirrored, dual realm, this doubled existence, doesn't feel natural. It doesn't even feel neutral. Something is off, and when something is off, Freud has probably attempted to explain it. He called this "the uncanny," a concept that by its very nature resists a clean definition, though if you've seen a David Lynch movie, you've experienced it firsthand.

Castration complexes and womb fantasies aside, Freud does a pretty good job: The uncanny, according to his 1919 essay by the same title, "is that class of the terrifying which leads back to something long known to us, once very familiar." It is easy for something new or unknown to frighten us, but the feeling of uncanniness relies on its being known to us in some way.

The uncanny is a dark twist on the familiar. It emerges when the boundary between imagination and reality begins to blur, when hidden mechanisms seem to be at work beneath the surface and when something appears alive that should not be. (Or vice versa, in the case of influencers, who can have that dead, sharklike look in their eyes.) It is marked by repetition, by a sense of something fateful and inescapable. Freud noted that the uncanny is often and easily produced when a symbol begins to take on the full force of the thing it represents. It is difficult to imagine a more precise description of life online.

The psychological effects of prolonged self-viewing are uncanny, indeed. A 2010 study from the University of Urbino in Italy found that when healthy young adults gazed at their own faces in a mirror under low light, the results were immediate and disturbing. Participants reported seeing huge deformations of their faces, an unknown person, even fantastical and monstrous beings. Some saw an animal face, such as that of a cat, pig or lion. Some saw their parents. All experienced a form of dissociation. Some subjects felt that the other face in the mirror was the one watching them.

Closely tied to mirrors and the uncanny is the idea of the double, or doppelgänger, a theme long explored in literature and film, from Dostoevsky's novella "The Double" to Jordan Peele's horror movie "Us." In German and Eastern European folklore, the doppelgänger is an omen, a usurper, the shadow self, and a sign that identity is unstable. The self is split, haunted, mimicked and stalked by its own likeness.

Today, we treat our own image — both in the mirror and online — as something psychologically protective: a way of stabilizing our identity, managing our reputations and securing a coherent sense of self.

But all of this suggests the opposite possibility: The more we try to stabilize ourselves through repetition, doubling, self-observation and — I'll say it — posting to the grid, the more uncanny and fragile we become. A preoccupation with the stable self produces instability. These days, we don't approach our doubles with caution; we invite them, and go so far as to curate them.

It's like an inverted version of "The Picture of Dorian Gray." In the novel by Oscar Wilde, Dorian keeps his beautiful public image, while his portrait bears his inner corruption and ugliness. Under modern image culture, we attempt the reverse operation: We present a perfect digital double at the cost to our real selves, who are left to absorb the discomfort and tension between the two. If you post the good picture, it hardly matters that you feel sad inside.

The situation is worse than vanity, darker than narcissism. The mirrors all around us, especially the technological ones, divide us against ourselves — and this is destabilizing, even dangerous. As more and more of our lives take place in a virtual realm, and we increasingly identify with the fantasies of our digital doppelgängers, we begin to dehumanize ourselves, and when we do this, it is undoubtedly easier to dehumanize others.

One small way this happens every day: the general disappearance of manners. In New York City, I often encounter someone walking on the sidewalk toward me, head down in their phone, until they sense the presence of another thing coming upon them, which in this case is me, a human being. This unbearable game of chicken might have something to do with how we've been conditioned to view one another: as things, not people. We see other people as obstacles to what we want, on sidewalks and elsewhere. Or as things we can use to get us the things we want. So much of technology treats us as things to be manipulated, "users" to be used. We grow accustomed to this, internalize it and return that treatment to those around us.

When we look at ourselves, we are seeking something. We want to be known, seen and understood. But we are looking in the wrong place. The mirror shows us our own self-critical and self-exalting gaze — the gaze of pride, pleasure and ego. This fantasy is powerful, even mesmerizing, but unreliable. When we look solely at ourselves, we fail to encounter anything that resists us; there are no contradictions, no interruptions. We need the honest gaze: the gaze of others and the gaze toward others. To see ourselves clearly, we don't use mirrors. We use relationships.

Before I had a child, I was under the impression that I was a very patient person. I thought I would wipe scrambled egg off the floor without any frustration, read "Owl Babies" for the umpteenth time without growing exhausted of Sarah, Percy, Bill and their unnamed Owl Mother. But my beautiful son has exposed my inadequacies with alarming clarity. (I'm working on it.) In our loving relationships with others, we are drawn out of ourselves and into the world.

Mirrors encourage us to choose the fantasies of ourselves over the realities of others. It's best we look away.

And so, on Wednesday, he took abuse — and some praise — and stayed silent. Another Republican senator, Josh Hawley of Missouri, in a particularly aggressive performance, accused him of wanting "to be the sun god of science." Senator Bernie Moreno, an Ohio Republican, demanded to know, using an expletive, who Dr. Fauci thought he was for doing what he did.

Democratic senators, including Gary Peters from Michigan and Richard Blumenthal from Connecticut, commiserated with Dr. Fauci over his ordeal, and used much of their time to argue that the committee ought to be discussing all of the ways President Trump and Secretary Kennedy have ruined public health.

Only Senator Andy Kim, a Democrat from New Jersey, said anything insightful — and that was about what the hearing represented about the state of politics in America, and the implications for trust and a functioning democracy. "Right now, I feel the hyperpartisanship growing in this country in dangerous ways," Mr. Kim said. "People calling our public servants criminals," he lamented, is "undermining the very nature of the work of governance."

HAIYUN JIANG/THE NEW YORK TIMES

He's right, of course; show trials are bad for democracy and do nothing to get us closer to either truth or consensus. Hanging over every conversation about what happened during the pandemic of the recent past is anxiety about what might happen should we face a pandemic in the near future. In projecting all of a difficult era's conflicts onto Dr. Fauci, Republicans evade the harder work of figuring out what we actually should learn from his, and our, mistakes.

Dr. Fauci is a complicated man who has been both elevated and reduced to a symbol. His legacy after a decades-long career at the intersection of science and politics is now defined by incompatible, contested accounts of his pandemic-era impact. There is little hope of resolving that contest any time soon.

Theater, at its most powerful, refracts truth through fiction so its force can be viscerally felt. This hearing was a performance that only entrenched the mistrust that increasingly defines Americans' relationship to their institutions. Dr. Fauci, the ultimate institutionalist, has become that mistrust's enduring target.

COLUMNIST | NICHOLAS KRISTOF

Life Was Impossible, and Then It Got Worse

OKLAHOMA CITY

After a 1,000-mile road trip across a swath of America, I can't get one person out of my mind: Trinity Goodman, a cheerful, chatty woman in Oklahoma City who had a bandage on her arm.

The reason for the bandage? Goodman, 44, survives by selling blood plasma twice a week. She had $3.78 in her checking account, one cent in her savings account to keep it open, and six pennies in her piggy bank.

"That's my full assets," she said, smiling in mockery of her own poverty.

"Barely making it," she added. "It's really hard and it's miserable."

She dwells in an America that many of us might have trouble imagining. For five years she staved off homelessness only by staying in the home of a man who was not a romantic partner but who took advantage of her vulnerability, she said, by regularly demanding sex. A heroic local nonprofit, Hope Community Services, helped her get low-income housing for $50 a month, she said; otherwise she would still have to choose between unwanted sex and homelessness.

Food stamps, $298 a month, sustain her, but they can't be used for toilet paper or feminine hygiene products. So she searches for them at church-run pantries — lifelines in much of America.

Haircuts are likewise unaffordable. "I've never been to a barber or any of those places," she said. "Never. I don't have that luxury."

Many sectors of America — and many Americans — are thriving. Yet my sense is that many of us are blind to how many people have been left far behind. So far behind that they scarcely inhabit the same country as the rest of us. And this pain across America is now magnified by President Trump's cuts in food stamps, Medicaid, mental health funding for children, pregnancy prevention initiatives and other social programs, as well as by rising gas and food prices. Republicans are also imposing tougher work requirements for benefits; this is reasonable in theory, but in practice such requirements have proved costly to administer and end up mostly just driving people deeper into poverty.

On this trip, I talked to so many people who are losing food stamps and other benefits and increasingly desperate — and resentful, understandably, of elites who seem indifferent to their struggles. A recent Washington Post-Ipsos poll found that two-thirds of Americans consider groceries unaffordable.

Goodman is among those feeling the squeeze, and there appears to be some risk that she will lose her food stamps — and in that case she doesn't know how she would get by.

I'm on my annual "win-a-trip journey," which I started 20 years ago to take a university student on a reporting trip to cover neglected issues. Usually we travel abroad, often in Africa, but this time we explored poverty, addiction and human trafficking in Oklahoma, Arkansas and Kentucky.

My student winner this year is Brunella Tipismana, who grew up in a working-class neighborhood in Lima, Peru, and just graduated from Yale University. One thing we saw repeatedly on this road trip is that poverty in America is not just about a lack of money, but is often multigenerational and self-replicating.

Goodman, for example, says she grew up steeped in trauma, in a toxic family that often abused drugs. She told us that she was raped and sexually abused beginning at the age of 6 or 7. She was 9 when her mother killed herself; afterward, Goodman was raised by other family members, she said. All the trauma left a mark: She says she was clinically diagnosed with complex post-traumatic stress disorder that has left her unable to work. She has applied for disability benefits, and says she was denied, but is now appealing.

I asked Goodman what message she would have for Trump as the cuts and work requirements he ordered ripple across the land.

"You do not know what you're doing to people who are struggling to live," she said. "You got money in the bank. You don't know how it feels to struggle. Live in my shoes for one day. You wouldn't be able to handle it."

In Pine Bluff, Ark., a largely Black city that is struggling economically, racked by crime and losing population, I visited the home of Latoya Foster, 31, a single mother with six children who has lost food stamps and as a result is behind in rent.

Foster works as a shift manager at Taco Bell, earning $13.40 an hour. She relied on $1,172 in food stamps per month — but they were abruptly cut off in May, apparently because of suspicions that two of her children were collecting improper benefits in other states. She denies that and says there was some kind of mistake in the system.

Nationwide, some 1.5 million children have lost food stamps under Trump's crackdown over the last year, according to the Center on Budget and Policy Priorities. It notes, and superb reporting by my Times colleague Jason DeParle underscores, that pressure on states to cut costs and reduce error rates may lead to wrongful denials of benefits. In addition, some three million Americans have lost Obamacare health insurance since the beginning of this year, after Republicans cut subsidies to help pay for insurance.

Without food stamps, Foster now is behind in her rent — $650 a month for a three-bedroom home in a crime-ridden neighborhood — and accumulating a $25-a-day late fee on top of the rent owed.

"I hit rock bottom daily," she told me. "The more I work, the harder stuff gets."

And then she broke down and wept.

The push to cut benefits for struggling Americans is partly rooted in a desire to trim federal spending, but that's hard to square with the expense of the Iran war, as well as subsidies for private planes and tax cuts for the wealthiest. It's also based on a perception that the "undeserving poor" are exploiting the system, but I think we exaggerate the degree to which it is the poor rather than the rich who get away with manipulations. As of 2019, according to ProPublica, the place in America with the highest percentage of tax audits was not a haven of billionaires but rather Humphreys County, Miss., with a majority Black population and a median household income then of roughly $26,000.

In any case, the age group most likely to live in poverty — by far — is children, particularly children 2 years old and under, and they can't be accused of fraud, laziness or personal irresponsibility. Yes, many end up making bad choices, but we fail them before they fail us.

Trump initially proposed eliminating Head Start, the federal program with bipartisan support that serves those vulnerable children in poverty. He later backed off that idea, but congressional investigators found that his administration illegally withheld $12 billion from the program for several months, causing great hardship.

But while it's easy to focus on Trump and Republicans cutting Medicaid, food stamps and other benefits, it's not just the Trump administration that seems to have a myopia about Americans falling behind.

Democrats talk a good game about housing being a human right, but the three states with the highest rates of unsheltered homelessness right now are blue ones: California, Oregon and Hawaii. Liberals rightly protest Trump's plans to abolish the Department of Education, but it is a handful of red states — especially Alabama, Louisiana and Mississippi — that have shown astonishing progress and now may represent the best hope for American education.

A Black fourth-grader in Mississippi is now two and a half times as likely to test proficient in reading as a Black fourth-grader in California. Democrats have every right to call out Trump, but they should also look in the mirror at their own failures to help those left behind.

DO NOT
ENTER

PHOTOGRAPHS BY TAMARA REYNOLDS FOR THE NEW YORK TIMES

There Is a Way Out of Our Ultraprocessed Dystopia

Julia Belluz
A contributing Opinion writer and an author of the book "Food Intelligence."

WHEN Bryce Martinez started feeling an aching around his heart, he thought it might be an asthma attack. But at the school nurse's office, his blood pressure was found to be so high that he was rushed to the emergency room. There, doctors diagnosed him with Type 2 diabetes and fatty liver disease.

Bryce, then 16, was bewildered. He had developed obesity early in childhood but, until that chest pain, had no other sign anything was wrong with his health. He hadn't even realized that kids could get Type 2 diabetes.

Back home, he searched online for information about his illnesses, devouring news articles and videos. He learned that American children live in dysfunctional food environments, where the least healthy options tend to be the most affordable and accessible. That as parents took on more working hours, there was less time for cooking than in previous generations. That food companies filled the gap with convenient, ultraprocessed food containing industrially manipulated ingredients that you wouldn't find in home cooking. That these foods are often full of salt, sugar, fat and additives.

Bryce was shocked that regulators didn't vet all food additives for health and safety, and that companies could slap healthy labels on nutrient-bankrupt junk.

Junk, Bryce realized, was a lot of the food he grew up on in Pennsylvania. Even the food that didn't seem too bad. A bowl of cereal on the way out the door — marketed to kids, and sometimes advertising fiber and nutrients, but also high in sugar. At school, the lunches featured pizza, burgers and mac and cheese. Bryce's parents tried to cook nutritious meals whenever they could, but they both had full-time jobs.

When he arrived home before his parents got off work, he'd pull a can or box from the cupboard or freezer to heat in the microwave — more mac and cheese or a ready-to-heat meal. Juice pouches washed the meals down. Some of the food he snacked on — chips, ice cream — appeared to be designed so that he couldn't stop eating. He used to blame himself for that.

By age 18 he started to understand that the responsibility didn't lie with him alone. Mr. Martinez sued 11 major food manufacturers — including Kraft Heinz, Coca-Cola, PepsiCo and Nestlé USA — contending that the consumption of their products brought on his Type 2 diabetes and fatty liver disease in childhood. The lawsuit, filed at the end of 2024, was the first personal injury case related to ultraprocessed foods.

Since then, I've tracked more than half a dozen other personal injury lawsuits filed against major food manufacturers, all arguing that ultraprocessed foods engineered to drive addiction and marketed to children caused chronic diseases in someone under the age of 18. I've followed these cases because I've become increasingly convinced that litigation may be our only path to a healthy food environment.

Polling shows that across the political spectrum, a majority of Americans now believe ultraprocessed foods can be addictive, that companies deliberately try to hook children and that regulation is needed. Policies that seemed politically toxic in the era of the "Big Gulp" ban in New York under Mayor Michael Bloomberg now appear less so.

Ashley Gearhardt, a food addiction expert at the University of Michigan, sees the craving economy in the world of food and beyond. "As a parent, I feel like there's corporate vultures that are just circling my head waiting for me to have a bad day, so they can swoop in and make my child a lifelong loyalist to their damaging product," she said.

In the background, nutrition science has matured. Researchers have uncovered how processed foods override the bodies' built-in signals for satiety and nutrition and increase the risk of Type 2 diabetes and obesity, among other chronic diseases.

But this doesn't mean Americans will see new legislation anytime soon. While the Trump administration, and particularly the MAHA Robert F. Kennedy Jr. wing, has had a lot to say about ultraprocessed food, all that talk hasn't generated substantial new regulation. But the problem runs deeper. "It's been 30, 40 years now that people have been talking about the toxic nature of the food environment, how the food industry is contributing to that, and public policy things that should be done, and almost nothing has happened," said Kelly Brownell, a public health researcher at Duke University.

I know this impasse intimately. I've written about chronic disease and food for over a decade. When people ask how we can fix the food system, I usually answer with some version of: demand change at every level you can — school, workplace, city, country. But, if I'm honest, the fight has often felt hopeless when I think of the lobbying power of the $10 trillion global food and beverage industry.

It was only in delving into the history of public health litigation that I started to feel some optimism. Again and again, bands of clever lawyers interested in public health and social justice fought for protections that policymakers had failed to deliver, long after the harms of a product were established. Litigation forced substantive opioid regulation. It helped curtail the use of leaded paint and asbestos, and made driving safer. But the most thoroughly developed use of litigation for public health involves the cigarette.

FOR most of the 20th century, the public was inundated with tobacco marketing and secondhand smoke in ways that seem absurd today. Magazine advertisements featured doctors' favored brands of cigarettes. The "cool dude" Joe Camel cartoon popped up on billboards and in magazines to entice children. Smoke filled hospitals and airplanes.

Starting in the 1950s, individual plaintiffs stepped forward to sue tobacco companies. There was the factory worker who smoked two packs a day and eventually lost a lung to cancer. There was the widow who sued for wrongful death on behalf of her deceased husband, a dedicated smoker since age 9. The industry swatted such lawsuits off through the 1980s. But even though the

When the problems are structural, we tend to ignore them. Palo Alto, Calif., is full of well-meaning liberals — four-fifths of voters supported Kamala Harris over Donald Trump in 2024 — and it makes its outstanding public schools available to children of all colors and classes . . . as long as their families can afford an average home price of $3.6 million.

It's understandable that many working-class Americans feel betrayed. As I see it, politicians of all parties have been far too complacent about Americans being left behind, even as 1.3 million Americans have died of overdoses since 2000. That's roughly the number of American service members who have died from all the wars in American history.

One reason for the complacency is that the problems, at least in their complexity, are often invisible. Americans may see a homeless person shooting drugs, but they won't see the arc of hopelessness that began with, say, foster care — which at its worst is a government system of child abuse.

Courtney Williams, 31, endured that broken foster care system. I met her in Oklahoma City, where she is caring for a new baby and hoping her $298 a month in food stamps won't be taken away.

We taxpayers paid for Williams to be incarcerated — three times — but we never provided her the protection and opportunities she needed, especially when she was young and most needed help. And when we don't invest in the front end, we end up paying at the back end.

Some of Williams's earliest memories are of men sexually assaulting her, perhaps when she was 3 or 4. Her mother was a prostitute with addictions, she said, and at age 6 she saw her younger sister killed and was then put in foster care.

From there she bounced around foster homes in seven states, carrying her life belongings with her in a trash bag. When she was 11, one foster home put padlocks on the refrigerator, freezer and food cabinets, keeping her and other foster children hungry, she said.

Williams first tried meth at age 12 and at 14 became pregnant by a man in his late 20s who, she later found out, was a convicted sex offender. She put the baby up for adoption and dropped out of school in 10th grade.

Not every foster family was abusive or hosting her for the money, she said; she recalls that one was wonderful and wanted to adopt her. But Williams, by now deeply suspicious of human kindness and full of self-doubt, asked for a different placement.

When Williams was 17, her foster mother stopped getting checks for her — she's not sure why, but perhaps some snafu in the system — and kicked her out. After that, Williams spent a decade largely homeless, wrestling with drugs, washing up in Dunkin' Donuts restrooms and periodically getting locked up. Finally a new boyfriend, now husband, who didn't use drugs, helped her rebuild her life, and she says she hasn't used drugs since last September, when she discovered that she was pregnant.

Conservatives often emphasize the importance of "personal responsibility," and they have a point. Self-destructive behaviors are real. Scholars have said that of millennials who follow the "success sequence" (finish high school, get a full-time job and have children only after marriage), 97 percent avoid poverty by their late 20s.

Yet if we want to talk about lack of personal responsibility, we also have to have a conversation about our collective lack of responsibility, about the way we treat some kids as throwaways — or the way we're now taking food stamps from 1.5 million children.

In Pine Bluff, I spoke to several elderly Black residents who said that in some ways life was actually better in the Jim Crow era. Black people can vote now, of course, and some have thrived.

But these seniors lamented that the quality of life for the Black population had not progressed as they had imagined. Costs have soared, crime is a threat, obesity is common and ailments like diabetes and hypertension are widespread, taking a toll on well-being. Life expectancy in the county is shorter than in Iran or Bangladesh. Schools are still de facto segregated and lagging; the Pine Bluff school district gets an F from the state.

"Civil rights were probably better back then," grumbled Barbara Ollison, 76. I don't know that she was really arguing that there had been no progress at all, but she's right that Black children in places like Pine Bluff still struggle to find opportunity in 2026.

"You had enough back then to make it," she told me. "And right now it's terrible."

One of the few institutions that did not utterly fail places like Pine Bluff was the U.S. military. It offered a path upward and outward, along with skills training, discipline and respect. But some people here see Pete Hegseth, the secretary of defense, ousting Black senior officers and no longer perceive the armed forces as a path of opportunity for people of color.

"The military is out," said Glayton Johnson, a retired Army veteran who pointed to Hegseth's impact on the military's reputation. "No, we're not going there."

One of the people I most wanted to see on this trip was Emanuel Laster, whom I met a decade ago in Pine Bluff when he was a sweet, smart 13-year-old boy — at risk of joining a gang. You sensed that he could go either way: Maybe he would thrive and go to college, or maybe he would succumb to the gravity of his crime-ridden neighborhood. Emanuel's bedroom was a portrait of dysfunctional America: It had three televisions, but electricity was supposed to be cut off the day I arrived for nonpayment.

What had become of Laster? It turned out that he never finished high school, had tangles with the law and is now in jail, awaiting trial this month on federal gun charges for possessing a handgun that had been converted into an automatic weapon. Visits in the jail weren't permitted, but I spoke to him by phone. I asked him what had gone wrong, and he said, "I hung out with the wrong crowd."

Laster told me that he had two boys, ages 4 and 6, with a former girlfriend, so I located them and their mother, Autumn Holman. She and her sons had been evicted and were homeless, couch surfing temporarily in a cousin's crowded apartment and trying desperately to find a place to live.

Holman works in the kitchen of a nursing home, but her car isn't working, so commuting is a daily crisis. She's trying to get food stamps, but they haven't materialized.

She said that she loved Laster, her high school sweetheart, but that they had quarreled because he was an irresponsible parent. "He got mad because I had to ask him for money for his kids," she said, adding that she simply wanted him to pay for little things like the boys' haircuts.

"He knows for a fact that I'm going to be on his tail like I'm his mama," she added. "Who else is going to do it? 'You got kids,' I tell him, 'and I didn't have them by myself.' "

Laster's sons are beautiful children full of potential, but they are now growing up without a dad, just as Laster himself did. Visiting that crowded home, I kept thinking back to Emanuel a decade ago as an equally sweet child, about the obstacle course of life that Black boys face in Pine Bluff, and I wondered if his children were on a trajectory to replicate his path.

Millions of Americans struggle today in sometimes unimaginable ways.

Opposite page, top, Courtney Williams, with her baby, hopes she will not lose her $298 a month in food stamps; a homeless man who gave his name only as Mike at an exit ramp off I-44 in Oklahoma City. At left, Trinity Goodman, who sells plasma to get by, in her apartment in Oklahoma City. Below, Autumn Holman with two of her children at the apartment complex where her cousin lives.

One teenager sued Big Food. His lawsuit could create a healthier future for us all.

plaintiffs overwhelmingly lost, as the historian Allan Brandt detailed in "The Cigarette Century," the cases snowballed and led to legal discovery that unearthed damning industry documents.

Tobacco companies, which were finely tuning nicotine levels to drive addiction and targeting "pre-smokers" (also known as children), held records showing that their products caused cancer, while their executives publicly claimed otherwise. The documents that came to light in discovery not only laid bare the industry's deceit and hypocrisy but also gave the lie to the claim that smoking was a matter of personal responsibility. Most significantly, they spurred mass tort litigation and left governments with no choice but to act.

In the 1990s, state attorneys general started to sue the tobacco companies for a public health crisis that taxpayers were largely left paying for. The resulting global settlement restricted tobacco marketing and mandated that companies pay states billions in damages. Legislators finally had the political ammunition to meaningfully restrict smoking. They reined in access to tobacco products and increased cigarette taxes. Adult smoking rates plummeted, from 42 percent in 1965 to 9 percent in 2025.

BRYCE MARTINEZ'S complaint was dismissed in Federal District Court last year because the judge, though "deeply concerned" about the effects of ultraprocessed foods on children, ultimately agreed with the defendants' claim that there wasn't enough evidence to prove specific products caused Mr. Martinez's illnesses. (The defendants, in their joint motion to dismiss the case, also argued that their products are safe, federally regulated and legally compliant.)

In June, the judge denied Mr. Martinez's motion to amend the case with additional detail. His lawyers at the firm Morgan & Morgan say they plan to appeal the dismissal and will continue to file similar lawsuits across the country. Meanwhile, the other cases are still moving forward. None of it will be easy.

Dr. Brandt, the historian, recently told me to expect more defeats. With tobacco, there were hundreds of losses, and those cases were simpler because they required proving only that a single product made someone sick. Yet Dr. Brandt is optimistic about litigation against the food industry. Americans are "becoming more appropriately skeptical that industry is acting around food in the public's interest," he said. He believes that we're entering the tobacco trials era with Big Food.

The legal and public health experts I spoke to see the most promise in cities and states' taking action. In December, San Francisco's city attorney announced a first-of-its-kind lawsuit on behalf of the people of California against the same 11 food companies Mr. Martinez sued. That complaint contends that the companies worsened a public health crisis affecting a large segment of the population and straining health budgets. (The cost of diabetes alone in California has been estimated at $47 billion.) I believe other jurisdictions, also facing soaring costs, should follow with their own lawsuits.

Even if these cases gain steam, and some are won, Big Food won't be going anywhere. But litigation like Mr. Martinez's could spur lawmakers to force companies to act in the public's interest, as Dr. Brandt put it, enhancing individual agency rather than eroding it. This might mean taxes, warning labels and reformulation requirements to reduce unhealthy food consumption, and — crucially — subsidies and improved access to healthy choices.

If jurisdictions sue, we might even learn a few things in legal discovery. What do food manufacturers know about children's brains, and how to entice them? What do they know about how to include just enough sugar, or the perfect amount of crunchiness, so people can't stop eating?

As it happens, we already know bits and pieces from the tobacco documents. Philip Morris purchased Kraft in 1988, and a little earlier, R.J. Reynolds acquired major food brands and merged with Nabisco. The tobacco documents show that cigarette companies applied their knowledge about flavor optimization, youth marketing and brain chemistry to ultraprocessed foods in order to increase profits.

Unlike the early tobacco plaintiffs, Mr. Martinez got sick as a child. He did so in a home where he didn't buy the groceries, in a food system he didn't design. When he left the hospital after his chest pain, he returned to school and was confronted by a new reality. Injecting insulin felt awkward, he says, and caused people to ask him questions he didn't always want to answer.

Today he's managing his illnesses with a GLP-1 medication, but at age 20, he's worried about the future. Will he get a job with health insurance that covers his medical bills? When I asked him what he wished he'd known about food when he was a kid, he said, "Convenience ultimately comes at a cost."

That may still put too much on the consumer. To play on a question that the former Food and Drug Administration commissioner David Kessler asked during the tobacco trials: Whose choice is driving the demand for ultraprocessed foods in America? Is it a choice by consumers to continue eating them? Or by food companies to maintain the public's dependency on them?

Are You A Jerk or A Sucker?

Robin Givhan
A Pulitzer Prize-winning fashion critic and a former senior critic at large for The Washington Post.

THERE isn't much love, and there's definitely little sympathy, for rich people right now — a fact that is entirely rich people's fault. You may be fretting over your health insurance premiums going up. They are optimizing their faces with $300,000 worth of microscopic tweaks and buying their way out of the indignities of flying commercial.

Like many other people, I unreservedly disdain the billionaires who've taken a wrecking ball to our cultural and political institutions while giving up on the "giving pledge." And just the mention of quiet luxury now makes me want to scream that there's nothing low-key about $1,050 slides from The Row that are basically just zhuzhed-down Birkenstocks. So perhaps that's why people have been conflicted about the show "Your Friends & Neighbors." It's about rich people, and is brilliantly acted with nuance and dark hilarity, but it arguably doesn't hit the 1 percenters viciously enough for the times.

When the Apple TV series debuted in 2025, Emmy voters gave it a single nomination, for its theme music. It did not win. Online conversations continue to dissect why this exploration of an American class distinguished by landscaped estates, private jets and families who pay list-price tuition at Ivy League institutions is so unappealing. No small amount of that disdain is directed at the women who populate the show's fictional town of Westmont Village — a mash-up of upmarket commuter towns in Westchester County with a hint of Greenwich, Conn. — where everyone seems to be striving, competing, winning and yet still feeling like a loser.

This year, Emmy voters did better. While they failed to specifically acknowledge any of the actors, writers or directors, they gave "Your Friends & Neighbors" a nomination for best drama — which it should win. For all its aspirational schadenfreude, it's really a humane homily for us all about the bumbling universality of trying just to be seen.

"Your Friends & Neighbors" revolves around Andrew Cooper, known as Coop, who is played with chest-forward confidence by Jon Hamm. Coop, a discontented midlife version of the effortlessly seductive Don Draper, is conventionally handsome and has a body made for a business suit: a jock foundation with a soft outer layer formed by cocktail-soaked suburbia.

Coop worked in hedge funds, where clients trusted him to make their money make more money, until a one-night stand with a junior employee doomed that career. His wealth lacks the patina of the Gilded Age, the sweat stains of the Industrial Revolution and the tech bro's blithe futurism. Coop didn't invent anything or improve anything. He's just well paid, and he lives among other very well-paid people who spend their money in a competition to accumulate things. It's expensive being rich; you have to keep up.

When Coop loses his job, he begins robbing these same friends and neighbors of watches, artwork and baseball cards and fencing the loot.

For a time, Coop enjoys being a thief — the relative ease of it, the payoff, but also the sense that he is exacting a degree of revenge on the smug community he both loathes and admires. Coop is like so many of us, no matter our income. We're conflicted by the financial success of others. We always think we'd be better at being rich — more empathetic and philanthropic, better dressed and better behaved — than the people who actually are. You think you wouldn't be a jerk, until you realize being the only decent soul in a room full of rich jerks makes you feel like a sucker.

"Your Friends & Neighbors" makes you wonder: Does anybody actually earn outsize financial success? Can you be that rich and also be a good person? Are the only people putting faith in the American capitalist dream just creeps and chumps? That's not the most uplifting story line, but it's a timely one. After all, we're living in the self-dealing era of the Epstein class, when the president of the United States made $2.2 billion last year, mostly through crypto schemes.

During one of Coop's earliest capers, he slips into a neighbor's home and slides open a drawer containing a collection of watches, each of which fits the human wrist with about as much grace as a saucer strapped to a twig. In a voice-over, Coop offers a detailed description of the watch: "The Patek Philippe Nautilus sealed 18-karat white-gold blue sunburst dial, water-resistant up to 30 meters." He states these technical details in his flat tone, without any hint of the romance a salesman might inject to convince a customer that he deserves a high-performance watch to wear to his kid's soccer game. All anyone really needs to know is that the Nautilus retails for more than $70,000. It's valuable because it's expensive and the right people know just how expensive. Coop may be stealing glitzy objects to maintain his socioeconomic standing, but he's also leveraging the audacity, desires and insecurity of his neighbors to manage his own version of that toxic monster.

IRINA SELARU

That monster is in all of us. We don't turn into cat burglars, but plenty of us scour sample sales, vintage shops and discount bins looking for certain brand-name costumes to heighten the character we feel compelled to play in our own lives. We're all aspiring to a vision of the American idyll, one that gets ratcheted just out of reach with each step closer.

Do you ever really arrive? Life's basic necessities are taken care of, but there are other worries. You're hoping that you've accurately defined happiness. You're hoping to be seen, to be acknowledged, to matter beyond the dollar signs associated with your name.

Coop's ex-wife, Mel (played by Amanda Peet), spends much of Season 2 wrestling with perimenopause. She is also in a fight with her neighbor, whose dog keeps pooping on her lawn. One drunken evening, she plots to push over a construction worker's port-a-potty so it spills onto her neighbor's lawn, turning it into a gloppy, blue swamp.

"I asked these people 50 million times to curb their dog. 'Keep your dog in your own yard.' They ignored me time and again," she explains to Coop in a mix of anger and despair. "They never took me seriously. They made me feel like I was nothing."

> 'Your Friends & Neighbors' makes you wonder: Can you be really rich and also be a good person?

Rarely have I seen such righteous, existential rage expressed with such relatable vulnerability. Packed into her storm of emotions are big questions, petty ones and simple observations — all of them rooted in the need to matter. Would Coop have been ignored by the neighbors if he'd made a similar request in his deep, white-man baritone? Would one of the "20-something models walking around like concubines" at Mel's ex-boyfriend's housewarming be as invisible? And why wouldn't her neighbors hold up their end of the social contract?

"Your Friends & Neighbors," which has been renewed for a third season, doesn't ask us to feel sorry for the rich, nor does it throw gasoline on the roaring fire of hatred for them, and it's certainly no free-range anticapitalist polemic like "I Love Boosters." Its creator, Jonathan Tropper, told The Times: "We are skewering a value system, but at the same time, we're making the show aspirational. We're still showing you the cars and the houses and the watches." It spends a good deal of time reminding viewers that money isn't a promise of happiness. (But the series does acknowledge the sad truth that unhappiness is a lot easier to manage with financial privilege.)

Americans reflexively run toward money. Long after we've made enough to be comfortable, we keep running in search of respect, a reality made plain in a Season 2 episode devoted to the death of Coop's father. After the funeral, Coop finds a pair of Cartier cuff links, still in their original box, that he'd given to his dad.

"Only a fool would give Cartier cuff links to a man who regularly shopped the Brooks Brothers sale rack," Coop says in voice-over. "I doubt Ron Cooper even had a shirt that took cuff links. But it was his birthday and I wanted to give him something nice. So I went with a pair of $4,800 designer cuff links that he apparently never took out of the box."

"Like all gifts, this one said more about the giver than the recipient," Coop says. "And I didn't love what it said about me."

They reminded me of much more modest, yet "nice," presents I gave my father. After he passed away, I went through his belongings and found a Thomas Pink shirt I'd given him that he'd never worn. It was folded neatly in one of his dresser drawers. The cuff links I'd purchased to go with it were there, too, tucked into the French cuffs. I suppose he liked the shirt. I know he kept it because it came from me.

"Your Friends & Neighbors" asks: In the pursuit of the American dream, how do you avoid being a jerk or a sucker? We're so busy trying to make sure that who we are and what we've accomplished doesn't disappear from view. If we're really lucky, we have people in our lives who see us clearly, not because of our successes, but despite them.

Resist the Siren Call of Shorts in the Office

David Coggins
The author of "Men and Style" and the newsletter The Contender.

THE long, hot summer can drive men to strange places. The stifling weather tests our collective powers of reason, like air-conditioners taxing the power grid. The latest idea, which would mortify Oscar Wilde, George Plimpton or your grandfather, is for men to wear shorts into the office. Yes, dress codes are frowned upon by the casual generations, but do you really want to see your boss's knees?

Summer in the city is intense. You wake on a Monday morning and stare at a diabolical heat index that's just going to get worse. You may be consumed by feelings of professional insubordination when your presence is required in the office, especially if your boss is calling in from his country house. An email you sent to a European colleague bounces back to say she's on vacation for another four weeks.

GWENDAL LE BEC

Your suit looks singularly uninviting. Maybe you gave up the suit years ago, but even your drab "business casual" options feel oppressive. Instead of a grinding commute, you want freedom, air circulation and thermal relief. You want, in other words, to wear shorts to the office.

Of course you do. Shorts are leisure, shorts are release, shorts are pleasure. Shorts are not on deadline, making stock trades or writing quarterly reports.

But the man who wears shorts to the office is telling everybody that he wants to be somewhere else. The fact that he really does want to be somewhere else does not excuse this. I know this is a time of perspired need, but please reconsider.

You know who wears shorts to work? World Cup referees. Their job is very different from yours. They sprint alongside elite athletes only to have their faulty decisions overruled by video officials comfortably sitting, fully be-trousered, in a climate-controlled studio. You know who doesn't wear shorts to work? Anybody in a position of authority. That's why a mafia don supposedly called James Gandolfini and complimented his acting in "The Sopranos" but offered one bit of advice: Dons don't wear shorts. *Salute!*

Now, for those restive souls not involved in racketeering — meek meeting attendees, Slack posters, anybody gazing at Excel — please keep your legs covered with trousers, chinos, khakis, slacks, call them what you like. But a man in shorts does not run a meeting, file a motion or inspire confidence. Shorts belong on those policemen in Bermuda or camp counselors in a Wes Anderson film.

Did Don Draper, exemplar of midcentury Midtown chic, wear shorts to the office? Of course not. Did Gordon Gekko, corporate raider and breakfast abstainer, wear shorts to meetings with companies he was about to liquidate? No, he slicked his hair back, snapped his suspenders into position and feasted on insider information. What about a kinder office denizen, Jack Lemmon in "The Apartment"? Brooks Brothers-style suit, shirt and tie and a smile for Shirley MacLaine.

The office has changed since then. You don't drink whiskey at Sterling Cooper; you hydrate from your Yeti as if you're training for a marathon. You don't have lunch at 21; you order a salad on an app. Yes, it's all more casual now. We're on Zoom. We work remotely. *When I show up they should be happy with whatever I'm wearing.* Well, part of office life is coming to terms with a certain amount of conformity, as unhappy as that sounds. No, it's not fair, but you already knew that.

Is this a superficial, old way of thinking? You think that clothes are simple self-expression and this is all arbitrary? Then ask yourself if you'd hire a lawyer who wears spandex shorts in the courtroom. An accountant or agent who showed up to a meeting looking as if he stepped straight from a pool cabana? Clothing still has the power to convey expertise and to reassure. That's why pilots wear uniforms. And you'd be turning right around on the jet bridge if you looked into the cockpit and spotted madras, bare legs and flip-flops.

> It might be hot outside, but men must not give in to showing the knee.

But wait, you say, these are nice shorts, of tobacco linen made by a company that shot its lookbook on Ischia. Well, that's great — save them for when you're wearing espadrilles, nursing a Negroni and having lunch at three in the afternoon far from the imperatives of capitalist enterprise. But today we're in the city, getting work done and possibly loathing our lives. At least we're wearing trousers.

This issue has crossed into Japan, land of salarymen and corporate conformity, where the "Cool Biz" initiative aims to casualize the office and save money on air-conditioning. Men are now allowed to show the knee. As expected, this has not gone smoothly. The Japanese news media describes women being overcome with a feeling of "sune-hara" — or "leg-hair harassment" — at the sight of their male co-workers' verdant lower limbs.

What we wear can diminish our standing, which is why it's embarrassing when older men who should know better try to dress like teenage boys. It doesn't make them look younger — it makes them look desperate. If you're Picasso knocking off masterpieces in the South of France getting ready for your retrospective, then by all means, wear shorts. You can even lose the shirt, like old Pablo, as it's part of your unflinching art. But think again if you have a pitch meeting.

You may point to a Silicon Valley man-child who proudly wears a T-shirt and ill-fitting jeans and uses a Ping-Pong table as a desk. These anti-clothes work for him. Why can't they work for me, you ask? Well, if you run a company and are known by one name, then you can wear shorts to your office. But remember, when these kings of the algorithm have to testify before Congress, they still show up and deny wrongdoing wearing a coat and tie.

Yes, clothes still matter. That's an old-fashioned bargain, but then again, so are trousers.

EDITORIAL

HOW TO PROTECT AMERICA'S LEAD IN THE A.I. RACE

The Editorial Board

A group of opinion journalists whose views are informed by expertise, research, debate and certain longstanding values. It is separate from the newsroom.

AMERICANS often hear about China's having surpassed the United States in the manufacturing of emerging technologies, including clean energy, electric vehicles and drones. Semiconductors are an important exception. In partnership with its allies in Europe and Asia, America designs and makes by far the best computer chips in the world.

Those chips are crucial to America's economy and national security. They have enabled the development of the world's leading technology companies and allowed the military to create advanced weapons. With artificial intelligence, these chips have become even more important. They are the engines that power frontier A.I. models.

China is working hard to catch up, and the United States should take steps to keep its advantage. Most important, it should continue to prohibit American companies from selling the most advanced chips and equipment to China. Over the past decade, presidents of both parties have worked with Congress to enact export controls. Those controls have been "existentially important," Dario Amodei, the chief executive of Anthropic, the A.I. company, has said.

In his second term, however, President Trump has gone the opposite direction. He has relaxed controls on some advanced semiconductors and suggested he may go further. Nvidia, an American company that makes the most advanced chips, has lobbied for the ability to sell more to China and is likely to continue pushing. Yet this is a classic case in which a company's interest runs counter to the national interest.

THE new A.I. model Mythos, from Anthropic, is a clear example of why it is so important for the United States to remain in the lead in the artificial intelligence race.

Mythos is so powerful that many experts believe that it presents a cybersecurity threat to governments, companies and individuals. Hackers could potentially use it to penetrate banks, hospitals, energy grids and communication networks. In response, Anthropic has released Mythos to some government agencies and a small number of companies, giving them a chance to understand their vulnerabilities and improve their defenses. Developers for the Firefox web browser said they were able to fix more security bugs in one month with the help of Mythos than they did in all of 2025.

Now imagine that a Chinese company had obtained a model like Mythos first. Over the past decade, hackers linked to China have broken into the computer systems of the U.S. government, Microsoft, a large health insurer and a major credit agency. A proxy group known as Volt Typhoon has attempted to install malware inside American water and electricity systems to give China the ability to disrupt them. Mythos could have expanded these efforts, which ultimately serve the authoritarian aims of the Chinese Communist Party.

The A.I. race between China and the United States has recently narrowed. On July 16, a Chinese start-up, Moonshot AI, released a model that matched Anthropic's best publicly available model in some capabilities, even though it remains behind overall. Tellingly, Michael Kratsios, the current White House science adviser, accused Moonshot of illicitly gaining access to Nvidia technology in Thailand as part of developing the new model.

China has two advantages in the semiconductor race: far more people, including scientists, than the United States; and abundant electricity for data centers, thanks to its rapid build-out of energy infrastructure. Chips are China's main choke point. Its best semiconductors remain well behind Nvidia's best publicly available line of chips, known as Blackwell, and also behind even Nvidia's next most powerful line, the H200.

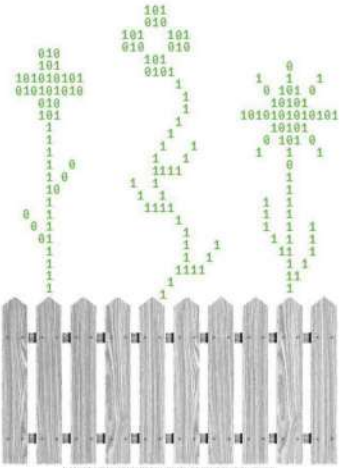


ILLUSTRATION BY REBECCA CHEW/THE NEW YORK TIMES; SOURCE PHOTOGRAPH BY GETTY IMAGES

The U.S. has produced its own kind of Sputnik. We should not squander it.

The gap reflects both America's scientific capabilities and the success of federal policy. Mr. Trump deserves some credit for that success. In his first term, he imposed new export controls against China. President Joe Biden significantly strengthened the controls. Members of both parties in Congress backed the actions, and some House Republicans criticized Mr. Biden for being too soft.

China's leaders and technology executives understand how effective the export controls have been. "Money has never been the problem for us," said Liang Wenfeng, the chief executive of DeepSeek, one of China's most advanced A.I. companies. "Bans on shipments of advanced chips are the problem." China's premier, Li Qiang, similarly acknowledged that "insufficient supply of computing power and chips" was slowing A.I. development.

Nvidia and other critics of the export controls make an unpersuasive counterargument. They claim that the policy encourages China to build its own semiconductor industry, instead of remaining dependent on America's chips. But China's leaders obviously recognize the importance of developing their own industry. They lack not the motivation to do so, but the technical ability. Giving them the world's most advanced chips, as they desire, would enhance their ability to develop their own version and beyond.

Some analogies expose the weakness of the counterargument. During the Cold War, Washington did not provide the Soviet Union with nuclear technology to prevent it from developing its own weapons. Nor does the United States today share other forms of the most advanced and critical technology, such as weapons systems, with China, even though doing so could increase the sales of the American companies that make the technology.

FORTUNATELY, Mr. Trump's softening of American policy has not yet had significant real-world effects. He has allowed China to buy H200 chips, Nvidia's second-best line, but no sales have yet gone through. China seems to be holding out for access to the top line, and American officials would still need to approve each sale individually.

The best policy going forward would be a strengthening of the controls. Regulators should avoid approving any H200 requests unless they become confident that H200 would not strengthen China's A.I. capabilities. The Trump administration should maintain the ban on Blackwell sales and should extend it to the next generation of chips, known as Rubin.

The administration should also fix loopholes that China has occasionally used to get around the controls. One example is the construction of data centers with advanced chips in countries that do not face export controls, such as Malaysia and Singapore. Working with Congress, the administration should increase budgets and staffing at the Bureau of Industry and Security to closely track American-made chips.

And the Trump administration should stop its destructive approach to American alliances. This country's semiconductor advantage depends on an intricate supply network that involves Japan, the Netherlands, South Korea and Taiwan. Without these partners, the United States would lack the ability to turn innovative American designs into actual products.

At a time of national self-doubt, Americans can feel pride about our world-leading semiconductors. During the Cold War, the United States fell behind the Soviet Union in the space race and needed the 1957 launch of Sputnik to inspire a comeback. Another way to look at that story, however, is that the Soviets took their lead for granted and lost it.

This time, America has produced its own kind of Sputnik. We should not squander it.

EDITORIAL

TEACHING CITY KIDS TO SWIM, AND MUCH MORE

PHOTOGRAPHS BY LANDON SPEERS FOR THE NEW YORK TIMES

The Editorial Board

A group of opinion journalists whose views are informed by expertise, research, debate and certain longstanding values. It is separate from the newsroom.

WHEN Fran Carlos Galicia-Sanchez left the Bronx for his first sleepaway camp, he hopped on the bus with a bacon, egg and cheese sandwich in hand. Fran Carlos, who was 11 at the time, ate only half of the sandwich before he was struck with an alarming thought: "What if they don't feed us?" Worried that campers might be left to forage for their own food, he tucked the other half into his backpack.

The camp did provide food, and much more. Fran Carlos was placed in a camp village with dedicated counselors and cabin mates. He made friends, with whom he played football and watered plants in the garden. He chanted cabin songs and competed in a campwide game in which campers sneaked into rival cabins to steal water balloons.

Fran Carlos had always liked going to his local public pool, but when he took a swim test at camp, he was given a red wristband, signifying the lowest level of skill. Swimming struggles are common among campers. A significant number of New York City youth cannot swim, and the share is even higher among children from the Bronx.

Fran Carlos took his first swim lessons at the camp, which is run by the Fresh Air Fund, a nonprofit organization that serves children and teenagers from New York City. When he was back home in the city, he practiced his skills at public pools and joined a recreation center swim team. Several years later, he returned to the Fresh Air Fund as a counselor and lifeguard at another camp, Camp Junior. This summer, Fran Carlos, now 20, is the camp's waterfront director and oversees all lifeguards while continuing to teach swim lessons. He dreams of becoming the director of Camp Junior someday.

Summer camp has become a luxury. This nonprofit gives children the chance to go — free.

Camp Junior is a Fresh Air Fund camp created in honor of a 15-year-old from the Bronx who was killed in a gang attack after being mistaken for someone else. The camp was designed to give Bronx youth a place where they can be kids, away from the challenges of the city. All six of the Fresh Air Fund's camps are free — a remarkable opportunity at a time when many New York summer camps cost thousands of dollars and fill up months in advance.

No cellphones are allowed at Camp Junior, even for calls home. Instead, parents send letters and packages. Fran Carlos sees the campers thrive in a screen-free environment, where they can focus on an art project, learn to play guitar or climb the high ropes with a friend. The counselors benefit, too: Fran Carlos says that his screen time has dropped from 16 hours per day to three hours per day.

Fran Carlos's supervisors have noted his ability to make camp routines and lessons into something fun. With his first paycheck, he bought a speaker so that he could play the campers' favorite songs while they brushed their teeth. At the lake, he created games like "Starfish Jellyfish Mermaid Aquaman," which helps campers get comfortable in the water by acting like different sea creatures. As they advance from one swim skill level to the next — first red, then blue, then yellow — they are often as excited as he was years ago. "They're always flabbergasted with themselves," he says. "It's all they really talk about." They thank Fran Carlos for teaching them, and Fran Carlos responds: "That was all you. You did it."

It costs $3,895 to send a child to a Fresh Air Fund camp for the two-week session. Any donation, regardless of size, will help more children experience the joy and discovery of summer camp. The Fund hopes to raise $12 million this year.

You can learn more about the Fresh Air Fund and make a tax-deductible donation at freshair.org. Donations can also be sent to the Fresh Air Fund, 633 Third Avenue, 14th Floor, New York, N.Y. 10017. Families who would like to sign up their children for camp can visit freshair.org or call the Fresh Air Fund toll-free at 800-367-0003.

OPINION

I Stopped Talking and Began to Finally Hear

Boris Fishman
A novelist whose most recent book is "The Unwanted."

AS HAPPENS for many people, my 30s were a decade of belated culminations: marriage, children, professional achievement (for me, the publication of novels and a teaching job). However, it all refused to settle into place. My wife and I struggled to get along. Parenthood was sometimes "all joy and no fun." The novels received critical praise but sold modestly, and the teaching job was 1,500 miles from where my wife wanted, and continued, to live.

I didn't know what would help, but I knew what wouldn't: talking about it.

I had spent two decades in and out of therapy, to some insight but little transformation. Ditto for the couples therapy my wife and I had undertaken. I also felt like I'd been talking nonstop since immigrating as a child from the Soviet Union. In America, English became a dangerous tool to persuade elite institutions to give me the things that my elders had said mattered: approval, access, funding, employment. My Soviet-child shyness turned into garrulousness, then logorrhea. I chattered, people clapped, the doors to opportunity opened. I rarely felt at home on the inside but I enjoyed a superficial sense of arrival.

Then there was the noise of just being American. (There was virtually no commercial advertising in the Soviet Union. Think about that for a minute.) Social media exists to terrify us of quiet and solitude. My phone had become a postmodern crack pipe: I knew it was killing me, yet I couldn't put it down. I felt ill from talking and noise. But that's all I knew how to do.

So when, two years ago, an acquaintance mentioned to me an annual visit she made to a silent retreat, I cautiously probed for details. Was it a wellness-type thing? Was there yoga? It was the antithesis of luxury, she said: an ecumenical contemplative Christian community in the middle of Georgia, with monastic quarters, silent meals and daily prayer, for $60 a night. It didn't even have a website.

I'm not a Christian, but I was desperate. I wrote to Oliver Ferrari, a monastic brother in the community, and we settled on several days that December. As the date approached, my thrill at the prospect of unspecified liberation turned to terror. I had never been alone with myself for that long.

Therapy gave me insight, not transformation. Then I tried a silent retreat.

The retreat had been started in 1987 by two friends: Fay Key, a civil rights advocate who longed to enact Jesus' command to "come away to a lonely place and pray," and Steve Bullington, a Methodist pastor. I arrived to find a chapel and several modest residences bordered by fields for soybeans and hay. It's the kind of place where the shower doesn't shoot straight and the communal jar of almond butter has marks from every spoon that has used it, a sanctuary as plain as its setting: "No majestic mountains, no roaring sea," as Fay once wrote in a memoir. "I sometimes say there is nothing here but God."

I was placed in a one-room cottage flanked by a statue of St. Francis and a lowland of sweet gums and broomsedge. It had a twin bed, a wall-mounted propane heater and a compost toilet. The only sound came from pecans thumping the roof. I handed over my laptop and phone and, suddenly, there was nothing to do. I decided to go outside and, Georgia weather being generous even in winter, walk the soybean field. After I circled it, I kept going. I wanted to feel more of the soil and the sun, so I took off my shoes and shirt. Perhaps because I had finally stopped talking, I heard the call of birds. At one point, I stood on an oak uprooted by Hurricane Helene, its bark like the scales of a prehistoric animal, and just surveyed existence.

I was rediscovering the physical world — so this is what all those people meant by being present. No object was too humble to convey the glory of its existence. Passing an ancient Toyota Corolla, I thought, "That steering wheel is solid and true." The last time I thought such a thing, I was a very stoned undergraduate — that is, more open to the essence of things. I remembered why I was always telling my students that concreteness was sacred in fiction. That week, I sat with myself, in silence, far longer than I imagined I could. "The law of growth is rest," as the British ecclesiastical artist Caryll Houselander once wrote.

Out in the world, I was always focused on the next move. Here, so little was necessary to feel not only content but ecstatic: simple meals that concluded with prayer and readings; fields to walk in the quiet and warmth; sincerity in the way I was asked after; acceptance when I dared to answer honestly. (At the retreat, meals are largely silent — quiet is the default — but communication isn't forbidden.) Between the sometimes transactional nature of my professional life and how busy we all seem to be, it had been a long time since anyone had looked me directly in the eyes, as Fay, Steve and Oliver did.

In the desert of the self created by monastic silence, electronic detachment, and genuine fellowship, it suddenly seemed very clear that the main purpose of existence was love. I wanted to rush home to show love to my children, to my wife, to the parents who gave me everything except what they couldn't. No matter how many places of worship I've visited, that's the only definition of God that's ever made sense to me.

I came home with ecstatic intentions of renewal. But I couldn't make the retreat's lessons work outside the retreat, where I was again overwhelmed by technology, parental duty and marital discord. My relationship deteriorated. A new novel, which I considered my best, failed, even critically. It was, like all my novels, about the irreconcilability of the multiple identities some of us carry within us. The retreat had shown me that these identities might be reconcilable, after all; perhaps the reading public was waiting for me to catch up to the lesson. Either way, I felt as if my speaking superpower had left me. The imaginary judges I'd long strained to dazzle were no longer impressed, if they'd ever been.

I returned to the retreat for a second time last December. I was grateful for the respite even if the effect wasn't as psychedelic. One afternoon, Oliver and I took a walk around the soybean field. It was a colder winter, the sunlight harsher. Again, I was there during Advent, "a season of waiting," as Steve had put it. After a day of silence, speaking felt like communicating through the voice of another.

"You know, they're not fancy, the people in there," Oliver said, seemingly out of nowhere, gesturing toward the 1920s tenant farmhouse where everyone on retreat took their meals. "But they're good people." He meant that very few of the people who came on retreat were in pursuit of public acclaim. They were hardly free of struggles and questions. But they were gifted people, often in ways few others were, and sought to make a better world.

When I returned to my cottage, I reread parts of a memoir that Oliver had written, lines about "the relief of not having to be anybody special" and instruction "in the art of being myself." The question had bewildered me from the moment I had encountered, as an immigrant child, the very non-Soviet maxim "Be yourself." How can you be yourself when this country was made for reinvention and reaching, and people you cared about seemed to want you only if you became someone different?

The answer has taken time — things happen instantaneously only in the make-believe world of tech — but it began to take shape that afternoon. I had to find the courage to give up on an immigrant's false dream of belonging. No one should have to work that hard to find community. I was so good at faking the fellowship that it took me a long time to realize it was fake. I would never belong among most of the people I'd been trying to impress all these years. My adopted home was elsewhere, even if I had yet to find out where.

I returned from the retreat with knit hats for the kids, a gift from Fay. When they are older, I will read to them from her book: "The soul-sized task of every small monastic community is to stand in the rubble and dream." If they ever feel lost, I hope I am around to tell them that it may take time, but if their hearts are good, and their companions true, it might mean they are finally on their way to finding their way. They just need to fall silent, so they can hear themselves better.

JUNGHO LEE

5 LIVING SMALL
Even the architects said it would be nearly impossible.

4 MODERN ADDITION
Glass brick offers the solution in a historic TriBeCa building.

Toni Morrison
The Bluest Eye
Friday Black
Infinite Jest

8 WRITERS' HAVEN
In Syracuse, the snow falls, but the words keep flowing.

4 THE HUNT
Private outdoor space was the only amenity she wanted.

OWNERS | RENTERS | RENOVATORS

RealEstate

The New York Times

SUNDAY, AUGUST 2, 2026

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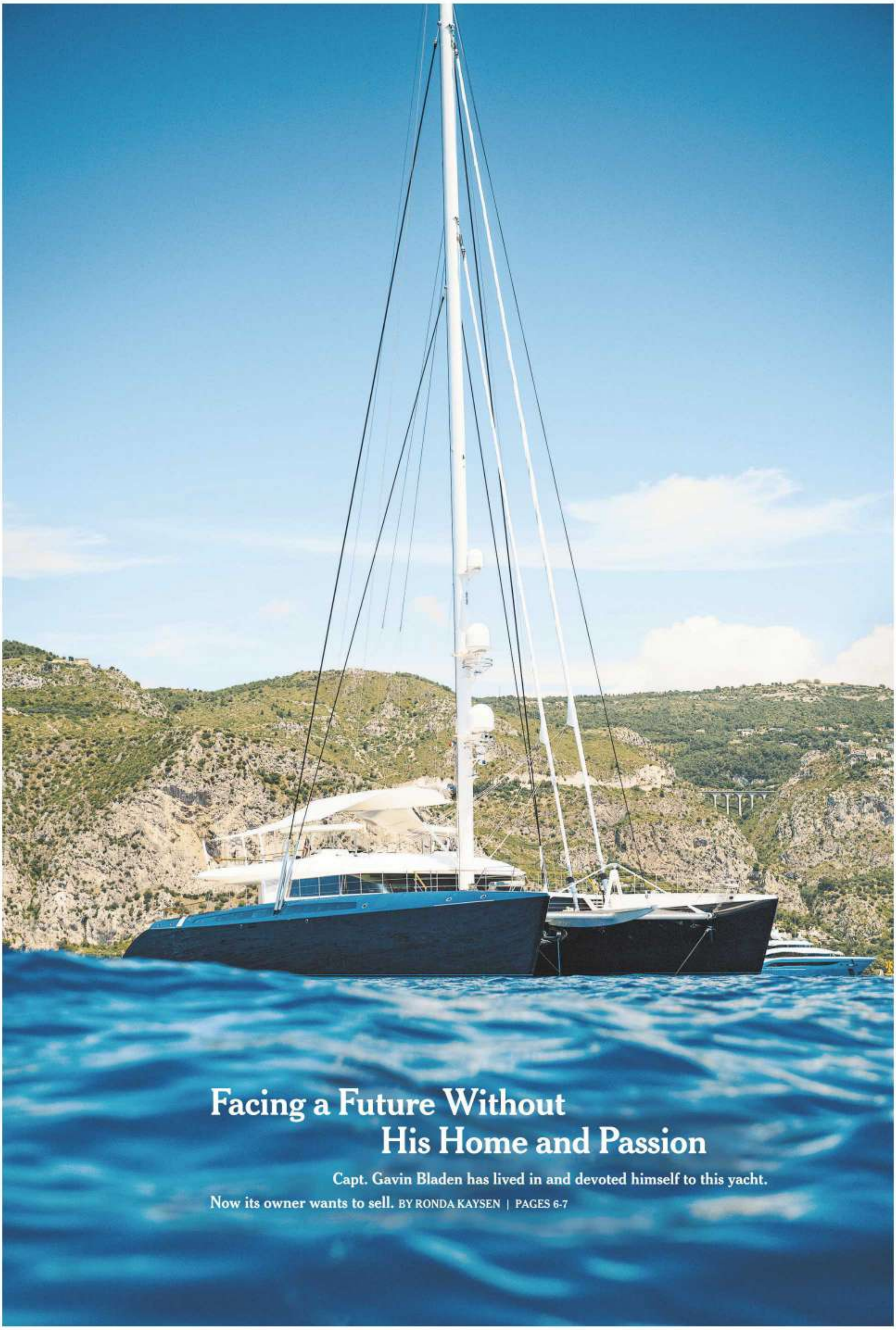

Facing a Future Without His Home and Passion

Capt. Gavin Bladen has lived in and devoted himself to this yacht. Now its owner wants to sell. BY RONDA KAYSEN | PAGES 6-7

JONATHAN STOKES FOR THE NEW YORK TIMES

The 145-foot luxury vessel Hemisphere, which was the largest sailing catamaran until 2024.

150
cups of drip coffee

10
very caffeinated
staff testers

2
months scrutinizing
coffee grounds

One
easy way to
make every sip
worth savoring

Discover independent reviews
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The New York Times
Wirecutter

The New York Times
Cooking

Make busy mornings
less of a scramble.

Avocado Toast Fruit Smoothie Parmesan Eggs Chia Pudding

Explore recipe collections like
Breakfast in 10 Minutes or Less.

nytcooking.com

Calculator Finding Joy

Smile! You Live Here.

Your "happy place" may actually be on a map, according to a recent WalletHub study.

The study, published in March, ranked 182 of the largest U.S. cities for happiness, based on 29 criteria across three categories: emotional and physical well-being; income and employment; and community and environment. Data was drawn from the U.S. Census Bureau, the Bureau of Labor Statistics, the F.B.I., the Centers for Disease Control and Prevention, other public and private sources, and WalletHub's own research.

After all the numbers were crunched, Fremont, Calif., the city on the southeast shore of San Francisco Bay, came out on top. It had the best rating for well-being, as well as the seventh-lowest rate of residents experiencing depression.

"Fremont is very walkable, the weather is usually pretty nice, sports participation is high, and average life expectancy is almost 82 years, which means that the people living there tend to stay," said Chip Lupo, a WalletHub analyst. "They're not going to move to Florida when they turn 65."

While it's said that money can't buy happiness, the study recognized the benefits of financial security. Although Fremont ranked just 89th in the category of jobs and income, 80 percent of its households earned over $75,000, enough to comfortably cover essentials like food, shelter, education and emergencies.

Interestingly, two of the five happiest American cities were also two of the coldest: Bismarck and Fargo, in North Dakota. Bismarck topped the survey in the community and environment category thanks to its "strong sense of satisfaction and connection among residents, contributing to overall quality of life," according to the study. People there also dedicate a lot of time to leisure and take advantage of the wide-open spaces.

"It's not as hustle and bustle as it would be in a major metro area like New York City or Washington, D.C.," Mr. Lupo said. "So residents have more opportunities to unwind, spend time with family and focus on personal hobbies or interests." *ARNESA A. HOWELL*

Your Happy Place?

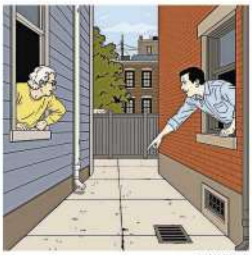
Here are the 10 cities ranked as the happiest and the 10 ranked as the unhappiest, along with the categories most responsible for those rankings, according to a WalletHub study.

Happiest	Unhappiest
1. **Fremont, Calif.** Emotional and physical well-being	182. **Detroit** Income and employment
2. **Bismarck, N.D.** Community and environment	181. **Memphis** Income and employment
3. **Scottsdale, Ariz.** Community and environment	180. **Shreveport, La.** Income and employment
4. **South Burlington, Vt.** Emotional and physical well-being	179. **Cleveland** Community and environment
5. **Fargo, N.D.** Community and environment	178. **Huntington, W.Va.** Emotional and physical well-being
6. **Overland Park, Kan.** Emotional and physical well-being	177. **Toledo, Ohio** Income and employment
7. **Charleston, S.C.** Community and environment	176. **Augusta, Ga.** Emotional and physical well-being
8. **Irvine, Calif.** Emotional and physical well-being	175. **Fort Smith, Ark.** Emotional and physical well-being
9. **Gilbert, Ariz.** Community and environment	174. **Dover, Del.** Community and environment
10. **San Jose, Calif.** Emotional and physical well-being	173. **Akron, Ohio** Emotional and physical well-being

Source: WalletHub THE NEW YORK TIMES

Ask Real Estate Property Laws

In a Dispute With a Neighbor, What Are a Homeowner's Rights?



NADIA PILLON

I own a single-family home in New York City. The apartment building next door has an illegal unit in the basement, and we share ownership of a small paved alley. The owner next door has complained of flooding in the basement apartment because the drain to the sewer on his side of the alley isn't functioning. He told me that he intends to block the drain, regrade our alley and redirect all the water through the alley and into the street — which will wash out our lawn. If we won't regrade the alley with him, he will make his side higher, redirecting all the water away from the basement and toward our house. What are our rights?

Your neighbor cannot solve his problem by directing water onto your property, or by ignoring city laws. The city code requires owners to keep their properties in a safe, code-compliant condition, and this could arguably include the drain, said Michael Nacmias, a lawyer in Brooklyn.

To take a legal approach to this project, he would most likely have to file plans and obtain permits before any work is done. This would mean figuring out whether the consent of both owners is required by checking deeds, surveys and easements, Mr. Nacmias said. If the work requires temporary access to your property and you do not grant it, be aware that your neighbor could sue you under state law, though the law does not allow your neighbor to alter your property.

Document everything. Take photos with time stamps, including the current conditions. Look at the deed or any easements to see who owns what. You can object to the work in writing, and if work begins, call 311 immediately, Mr. Nacmias said.

Depending on the scope of work and where it takes place, this conflict could at least partly be a property line dispute, which is a civil matter.

"However, even if the proposed work is fully on the neighbor's yard, the neighbor is not allowed to change their property in a way that would cause storm water to flow onto any of the neighboring properties," said Andrew Rudansky, press secretary for the New York City Department of Buildings.

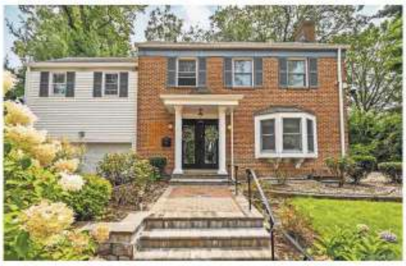
In addition, Title 19 of the city's administrative code requires a permit for grading, or changing the surface area, could also apply here, especially when existing drainage is affected.

On a separate note: Illegal basement apartments that flood can create fatal conditions, and should be reported to 311.
JILL TERRERI RAMOS

To submit your questions or comments, email realestateqa@nytimes.com

On the Market

HEATHER SENISON



PHOTOGRAPHS BY DANIEL GALE SOTHEBY'S INTERNATIONAL REALTY

GREAT NECK COLONIAL

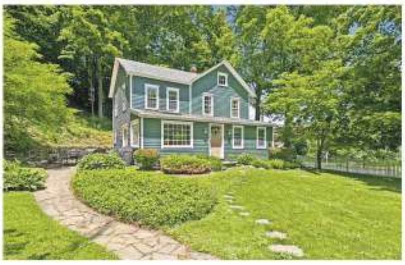
$2,295,000

NASSAU 134 Wooleys Lane
A four-bedroom, two-and-a-half-bath house with a double-door entry; an eat-in kitchen that has skylights, an island and sliding glass doors to a backyard; an en suite primary bedroom; a finished basement; and a one-car attached garage, on a 0.23-acre lot. Deborah Kashanian, Daniel Gale Sotheby's International Realty; sothebysrealty.com

TAXES $25,307 a year

PROS The property is about one mile from the Great Neck Long Island Rail Road Station. The rear has a deck, a patio and nice landscaping. The living room has a fireplace.

CONS The backyard is not fully fenced. The primary en suite bathroom is quite small.



PHOTOGRAPHS BY ROY SMITH

WILTON THREE-BEDROOM

$849,000

FAIRFIELD 23 Church Street
A three-bedroom, one-and-a-half-bath, 1,612-square-foot home listed on the National Register of Historic Places, with wide-plank floors, a wood stove, a reading nook, a sky-lit kitchen, a patio, and a 1.49-acre landscaped yard that is a nationally certified wildlife habitat. Michele Ferguson, Douglas Elliman; elliman.com

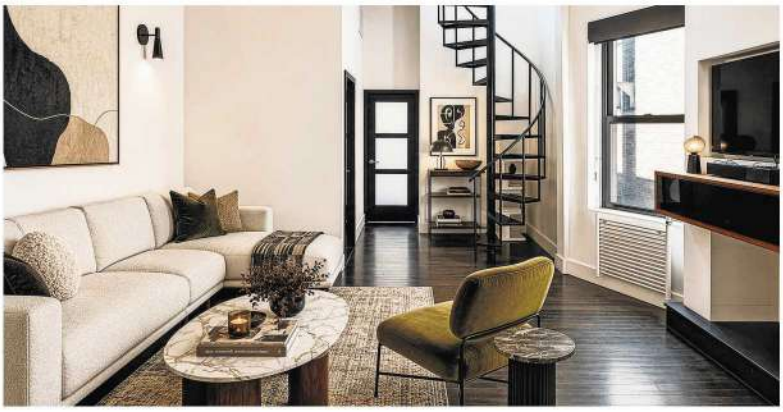
TAXES $9,875 a year

PROS The home is in Wilton's Historic District 6, and near Route 7, the Metro-North Railroad and the downtowns of Wilton and Ridgefield. The attic and unfinished basement offer ample storage space.

CONS The primary bedroom lacks an en suite bath. There is no garage.

ADDITIONAL REPORTING BY ALICIA NAPIERKOWSKI AND CLAUDIA GRYVATZ COPQUIN.

Given the fast pace of the current market, some properties may no longer be available at the time of publication.



PHOTOGRAPHS BY GLEN MORDECI FOR SOTHEBY'S INTERNATIONAL REALTY

UPPER WEST SIDE DUPLEX

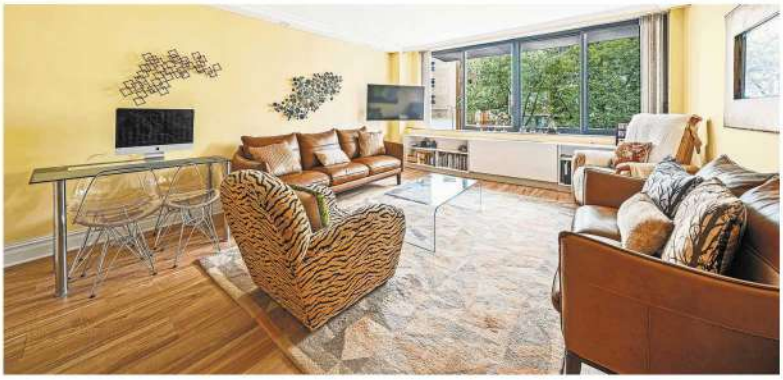
$1,500,000

MANHATTAN 76 West 85th Street, No. 5C
A two-bedroom, two-bath, roughly 952-square-foot unit with a windowed kitchen, a walk-in closet, a washer/dryer and two roof decks, on the top floors of a six-story building that was built in 1895 and has a virtual intercom. Michael Meier and Jonathan Schupak, Sotheby's; sothebysrealty.com

COMMON CHARGES $880 a month; taxes, $1,002 a month

PROS There are nice views of the city, and it's close to Central Park. The second level has space for an office nook. A portable soundproof booth can be included in the sale.

CONS One deck is next to the shared roof deck and lacks a fence.



UPPER EAST SIDE ONE-BEDROOM

$825,000

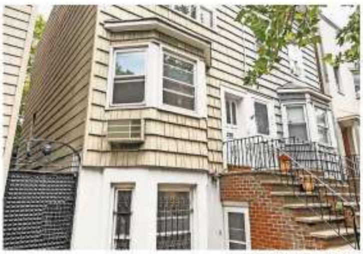
MANHATTAN 510 East 80th Street, No. 3E
An updated one-bedroom, one-bath, 708-square-foot condo with PTAC heat and air, on the third floor of a 15-story doorman building with shared laundry, a public garage and a roof deck. Evita LaSasso and Charles Holmes, Coldwell Banker Warburg; cbwarburg.com

COMMON CHARGES $1,050 a month; taxes, $788 a month; monthly assessment, $218 through July 2029

PROS The bedroom has ample closets.

CONS The view is underwhelming. The building is about a 10-minute walk to the closest subway station.

PHOTOGRAPHS BY COLDWELL BANKER WARBURG



PHOTOGRAPHS BY INTERIORS BY KAT

GREENPOINT TWO-FAMILY HOME

$2,150,000

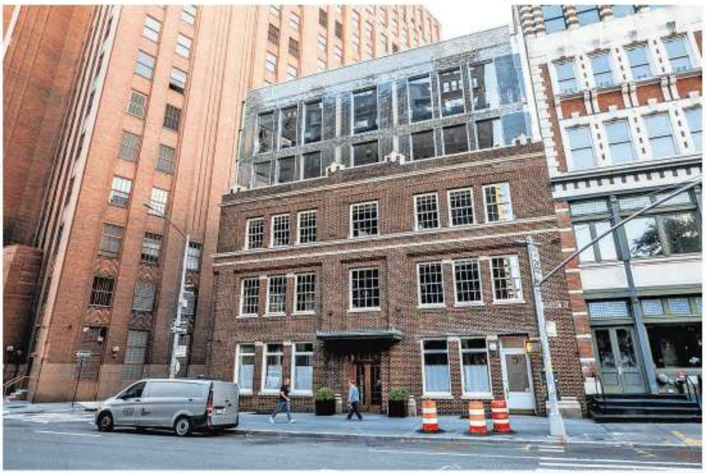
BROOKLYN 216 Monitor Street
A four-bedroom, two-bath, 1,788-square-foot semidetached house with a one-bedroom, one-bath unit above a three-bedroom, one-bath duplex that has an eat-in kitchen, a living room, a windowed bathroom, a washer/dryer and a backyard. Inga Wszolek, Bond New York; bondnewyork.com

TAXES $6,144 a year

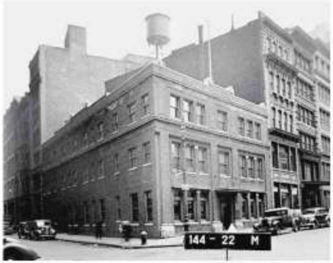
PROS The backyard is fully enclosed. It's up the street from Msgr. McGolrick Park.

CONS The lower level of the duplex doesn't have a bathroom. The closest subway stop is for the G train, which is about a 15-minute walk.

This Renovation Is 'Disgustingly Beautiful'



PHOTOGRAPHS BY GRAHAM DICKIE FOR THE NEW YORK TIMES



NEW YORK CITY MUNICIPAL ARCHIVES

The building at 50 Hudson Street in its younger days, above right, is looking much more 21st-century now. The developer Eric Schlagman, above, fought hard for the creative glass-brick solution, top left. It took a year to design and test the glass used in the addition.

To improve a TriBeCa building's looks, a glass-brick addition did the trick.

By JOYCE COHEN

Standing only three stories, 50 Hudson Street was long an anomaly among its taller neighbors in Lower Manhattan, an odd interruption amid the area's solid street walls.

"It was kind of like the missing tooth on the block," said Eric Schlagman, who bought the neglected brick commercial building 20 years ago. Together with his partner, Miriam Rothstein, he spent three years restoring it, but it still seemed too short. And zoning allowed for two additional flights.

Despite the building's location in the TriBeCa West Historic District — "nearly every preservationist, historian and architect said that approval was an ultra-long shot," Mr. Schlagman said — the couple were able to re-renovate it, adding a unique glass-brick top.

Shrouded for the past four years with a black tarp, 50 Hudson Street was finally unveiled just before Memorial Day weekend. The modern glass brick, "in its contrasting materiality, allows the historic building to remain legible," wrote the Landmarks Preservation Commission in its permit.

Alexandros Washburn, an architect and the city's former chief urban designer, who spoke in support of the glass addition to the Landmarks Preservation Commission, said: "You can use glass as a brick — it is both solid and transparent. It's an unusual project, and I am glad they took the plunge. It's really something that gives new life to buildings."

The building was erected in 1925, designed by William F. Hemstreet as an office and warehouse for the John F. Sarle Company, a paper merchant. "In the plans for the building, there were paper salesmen on the first floor," Mr. Schlagman said.

The building had the "bold, straightforward style characteristic of early-twentieth century commercial architecture," proclaimed the 1992 TriBeCa West Historic District designation report.

When Mr. Schlagman and Ms. Rothstein bought the building, it was caked in soot and covered with graffiti. The windows were frozen in place, if not missing; a tree sprouted from one window. Water pooled in the cellar. "You could paddle a canoe there," Mr. Schlagman said. The renovations at that time included relocating the elevator, waterproofing the cellar and lowering some windowsills.

"Warehouses in the 1920s didn't want to rely so much on artificial light," he said. "They made window openings for the exclusive purpose of seeing what they were doing inside. The sills were at chin height, which was common in warehouses because you could store things along the perimeter walls. But to deny a full view of Duane Park, which is a charming piazza in the center of TriBeCa, is really a shame, so lowering the sills made a big difference."

The building settled into commercial and retail use. But Mr. Schlagman had his sights set on something grandiose. About a dozen years ago, he worked on a plan for a matching brick addition atop the building. Happily, he found his architect, Thierry Despont, who had helped with the restoration of the Statue of Liberty and who lived nearby.

The design was rejected by the Landmarks Preservation Commission, which nonetheless invited the developers to reappear with a revised plan. "Most of our team left the room very despondent," Mr. Schlagman said. "Only Thierry and I heard what we wanted: that an addition was possible."

They returned with a reworked design, more of a contrast than a match, he said. This one used glass bricks, the idea being that they simultaneously conveyed mass and lightness. The glass was inspired by the glass finishes in the interior of Bar Cyrk, which for a few years occupied part of the building's ground-floor retail space.

"When Thierry saw the glass, he said, in his French accent, 'This is disgustingly beautiful,'" according to Mr. Schlagman. The Landmarks Preservation Commission approved the new design, writing that "the presence of a visible rooftop addition will not detract from the streetscape," even though such additions in areas that have been declared landmarks generally must not be visible from the street.

"In preservation, there are cycles," Mr. Schlagman said. "If they are going to allow additions at all, they really want to see it match, but when the pendulum swings the other way, they want to see something that references and complements the original building, but has to be something special. The Landmarks Preservation Commission wanted a design that enhanced the original but didn't copy it. The top so beautifully mirrors the bottom."

The glass bricks were heavy, and the original structure needed to support the weight. It took a year to design and test the glass, and the underside of the original roof was reinforced with steel.

"The glass is very clear," Mr. Schlagman said. "It is like looking through polished crystal. Glass bricks are not a common thing. When the sun hits it, rainbows come off of it." The bricks change color during the day as the sun moves across the sky.

People observing the building do a double take, said Mr. Washburn, the architect: "It is not going to be the same building twice. I think people will keep coming back to see it in different light."

Work on the building was interrupted because of the Covid pandemic, and proceeded through the deaths of Mr. Despont and Anthony Gennaro, the structural engineer, along with another architect, Steven Jacobson. "It's deeply saddening to us that we weren't able to share the project in its final form with them," Mr. Schlagman said.

While many of the neighborhood's former commercial buildings have been converted into residential condominiums, "we like the boutique office market," he said. The building now includes ground-floor retail space, along with a garage, four commercial floors and one penthouse residence with a terrace surrounded by a glass-brick parapet.

Mr. Schlagman thought he would be criticized for making the addition too modern. Instead, "people have given me an outpouring of very warm responses," he said. "That's nice to hear. It makes you feel all the work was justified."

The Hunt

She Was Delighted in Her Queens Rental but Wanted a Slice of the Outdoors

The Buyer Kristina Hacker, who loved her walkable neighborhood in Astoria, Queens.

JAMES ESTRIN/THE NEW YORK TIMES

'I thought I would never leave that rental unless something major happened in my life.'

The Options

❶ A one-bedroom co-op in this former factory was about 700 square feet, with large spaces, three closets, a balcony and a doorman.

❷ This one-bedroom in a boutique condo was 600 square feet and had an open kitchen, two closets, a washer-dryer and a balcony.

❸ A condo in a brand-new building was just over 600 square feet. It had two closets, a washer-dryer, a balcony, a gym and a virtual doorman.

With a budget of $650,000, an Astoria resident hoped to stay near her park and trains.

By JOYCE COHEN

Kristina Hacker had a sweet deal in Astoria, Queens. For seven years, at around $1,600 a month, she rented the top floor of a rowhouse that belonged to the family of a former boss. Her apartment had a tiny second bedroom that she used as an office.

She loved that the neighborhood was walkable, and close to Astoria Park, where she went running. She commuted on the N or the W train from the Astoria-Ditmars Boulevard station to her office in Rockefeller Center, where she works in marketing.

"I thought I would never leave that rental unless something major happened in my life," she said. "I was super happy there."

Still, she said, "there's something about owning." Ms. Hacker worried about facing a situation out of her control, like the sale of the building. "I didn't want to be forced out on somebody else's timeline," she said. She also really wanted an outdoor space.

Ms. Hacker, 32, grew up in Fairfield County, Conn., in a house with a front porch and a back deck. It was near a school, with plenty of bicyclists and pedestrians passing by. "We spent mornings and evenings out there and waved to people," she said. "We ate outside as many days as possible."

Ms. Hacker craved that kind of effortless access to the outdoors. If you go to the park and get bored or hungry, "you have to walk all the way home," she said, but with a balcony or a terrace, "I can come right back in."

She scouted possibilities online, searching for a one-bedroom in a newish building. It needed private outdoor space — a shared roof deck or yard wouldn't do. She wanted to remain close to Astoria Park and near the Astoria-Ditmars Boulevard or the Astoria Boulevard subway stops for express trains. Her budget was up to $650,000.

Last winter, one place stood out, its price having dropped three times over six months. "All of a sudden, it was in my budget," Ms. Hacker said. But to better understand the local market, she contacted Ann Acquaviva of Real Broker NY.

The biggest deal-breaker, Ms. Acquaviva said, is if a unit doesn't have a washer-dryer.

Ms. Hacker had no problem using a laundry room or a laundromat. Nor did she care about a gym, parking or other amenities.

Among her options:

1. CONVERTED FACTORY BUILDING

This sunny one-bedroom, just under 700 square feet, had a large living and dining area and three closets, along with a 60-square-foot balcony. The 1912 doorman building, steps from Astoria Park, was a factory that was converted in 2008 to co-ops, with a small laundry room on each floor, 188 units and a gym. The price was $545,000, with monthly maintenance in the $1,200s.

2. BOUTIQUE CONDO

This back-facing one-bedroom, with 600 square feet, had an open kitchen with blue accents, two closets, a washer-dryer and a 60-squarefoot balcony. The seven-unit walk-up, opened in 2022, was two blocks from Astoria Park and had a roof deck and a video intercom. The price was $618,000, with monthly charges in the low $900s.

3. BRAND-NEW CONDO

This one-bedroom, in a building so new it was not quite finished, had just over 600 square feet, with two closets, a washer-dryer and a balcony of around 50 square feet. The 24-unit building, about a 25-minute walk to Astoria Park, had a virtual doorman, a gym, a landscaped yard and a roof deck. The price was $615,000, with monthly charges of just under $1,000.

HER CHOICE

Ms. Hacker was underwhelmed with the interiors and the common areas of most places she saw.

From the start, she had her eye on the boutique condo, and watched as the price dropped to $618,000 from $688,000. It was tough to schedule a tour, because a tenant meant limited times for showings. When she finally got in, it was a cluttered mess.

But it was different. "It seemed thoughtful," Ms. Hacker said. She liked the blue kitchen. The building felt sturdy. Its location near the Astoria Boulevard station meant she would be one stop closer to Manhattan than she had been. She bought it in the spring for the asking price.

"After the pandemic, we had a lot of buyers buying emotionally," Ms. Acquaviva said. Some of those places are now back on the market for relatively low prices. In Ms. Hacker's case, the sellers paid $636,000 three years ago.

Now, Ms. Hacker finds that having a washer-dryer is life-changing. "As a runner, I have a lot of sweaty laundry," she said.

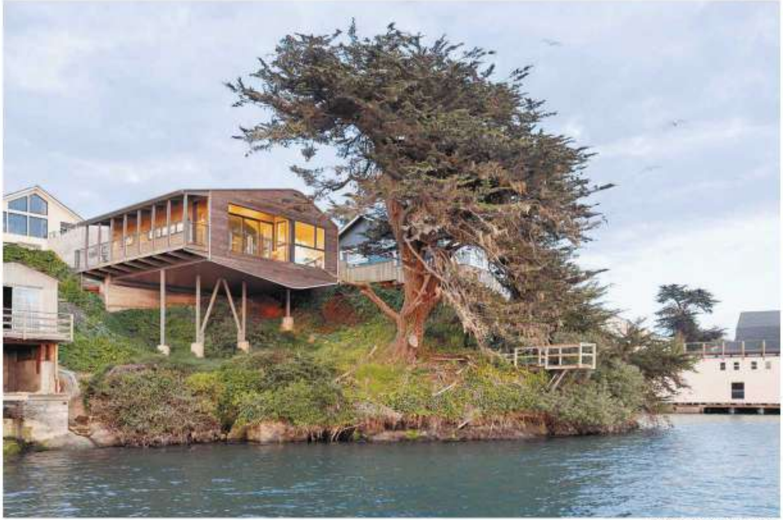
And for that long-desired balcony, she also plans to buy furniture. "I have been so desperate to eat outside that I would carry a little bistro table and chair out on the balcony to eat there, and then carry them back inside," she said. "The novelty of the outdoor space has not worn off."

EMAIL *thehunt@nytimes.com*

LIVING SMALL | TIM McKEOUGH

On a Lot's Steep Slope, a Dream Home Rises

Architects said it couldn't be built, but one woman had the will to find the right designer.



PHOTOGRAPHS BY BRUCE DAMONTE

Left, a 730-square-foot cottage built for Qing Tang-Oxley on a tiny, difficult lot in Bodega Bay, Calif., by Schwartz and Architecture. Below from left: a wood stove that was set up in a semi-cylindrical niche to provide cozy warmth on cooler days; a large room designed to contain the kitchen, living and dining areas, with a raised platform near the window as a place for tea; and sliding glass doors that open to a deck facing the water. Bottom left, Dr. Tang-Oxley at home with her dogs.

WHEN SHE BOUGHT a sliver of land on the side of Highway 1 in Bodega Bay, Calif., Qing Tang-Oxley didn't fully understand how difficult it would be to build a house on the steep site, which dropped sharply to the water. But there were signs.

The lot had languished on the market for years, as the price was reduced. She asked a local architect for his assessment, which was not favorable.

"He said, 'I would not buy this if it was free,'" recalled Dr. Tang-Oxley, 68, because trying to build there would be almost impossible.

Her husband, Eldon Oxley, 86, agreed. "He said I would lose my shirt," Dr. Tang-Oxley said.

But Dr. Tang-Oxley chose to look at the points in the lot's favor: There was nothing else on the market in her price range, an engineer she hired said the land could at least support a house, and she only wanted to build something small.

"I always wanted to have a little house, a tiny home," Dr. Tang-Oxley said.

She was also no stranger to overcoming adversity. She had moved to the United States from China a few months after the Tiananmen Square massacre of 1989 with only $100, then worked her way through college to become a doctor specializing in internal medicine.

She bought the lot for $145,000 in 2018, determined to build a small structure that would serve as a second home for now, and a full-time retirement home in the future.

Looking for an architect who wouldn't simply crush her dream, she contacted Neal Schwartz, the founder of the San Francisco-based firm Schwartz and Architecture.

Mr. Schwartz guessed that the lot had been on the market so long because there was no obvious building site. "You look down this steep slope and say, 'It's just unbuildable,'" he said. Mr. Schwartz also knew construction plans would need to be approved not only by Sonoma County's building division, but also by the California Department of Transportation and the California Coastal Commission.

Nevertheless, Mr. Schwartz liked Dr. Tang-Oxley's enthusiasm and positive outlook. "We're always up for a challenge," he said. "So it was just like, 'Yeah, let's do this thing.'"

Taking into account the space a building would need to leave from the highway, the water and neighboring properties, as well as a requirement to position the foundation well above flood level, Schwartz and Architecture outlined the maximum allowable building envelope for a home, which was tiny. But, within that envelope, the architects managed to design a 730-square-foot, single-story cottage elevated on tall posts, with a single bedroom and bathroom.

'I have no regret. It's so much, the experience.'

The design seemed simple enough, but gaining approval from three different government entities was decidedly not. Including pandemic-related delays, it took more than four years to get the building plans approved.

At the same time, contractors balked at building on such a vertiginous site, and provided quotes that were far beyond Dr. Tang-Oxley's budget to account for elaborate construction methods. After reaching roadblocks with two different contractors, Mr. Schwartz recommended Simon Fairweather, the founder of Fairweather & Associates, who determined he could build the house in a simpler way, for a lower cost.

"We just slowly, inch by inch, got through everything," Mr. Schwartz said. "Like, we needed a new report on the biology, something on the structure and something on the geology. It was so well studied by all the regulatory bodies."

When things were at a low point, Dr. Tang-Oxley sent Mr. Schwartz an ancient Chinese fable by email. With no note of explanation, she recounted "The Foolish Old Man Who Removed the Mountains," a tale about a 90-year-old man who was determined to dig two mountains out of his way, believing that even if he failed, future generations of his children would complete the task. Gods, impressed by the old man's perseverance, intervened to remove the mountains.

"There was a purpose to say that when you do enough, and are determined enough, anything can be overcome," Dr. Tang-Oxley said. "I didn't want to give up."

Construction finally began in February 2025 and the house was completed this past April.

From a garage next to the highway, stairs descend to a courtyard leading to the home, which almost appears to hover in midair. Its gently curved roof has asphalt shingles layered to resemble fish scales. Inside, one large room contains the kitchen, dining and living spaces.

Dr. Tang-Oxley estimated that building the structure cost more than $2.2 million, which was roughly four times what she expected at the outset.

"This house is not a financial win," she said, adding that she plans to delay her retirement to pay for it. But, it was worth building for more emotional rewards.

"It's so close to nature," she said. "I have no regret. It's so much, the experience."

Throughout the journey, Dr. Tang-Oxley frequently communicated with Mr. Schwartz by writing poems instead of providing more direct feedback. One recent poem she wrote summarized the highs and lows of building the home she wanted:

Power of a Daydream

It was a daydream.
It was nothing but earthly dirt and wild weeds,
It was streaming thoughts of the architects —
The lines, the drawings, the papers, the videos.
It was swirling designs, denials, and redesigns,
Months and years of delays, discouragements, demoralization, and despair.
It was threading weekly reports and photos.
Deep holes, giant excavators, thick concrete walls. Scaffolds, paints . . .
It was a surreal play of disbelief, surprises and pure delights.

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At Risk of Losing His Seafaring

Above, Capt. Gavin Bladen aboard the Hemisphere, right, which he oversaw the construction of and has been helming since it first set sail in 2011. He has also been in charge of design, like in the main living area, below right, and bedroom, second row far right. He has decorated those spaces with objects picked up during his travels, second row center, including a wooden octopus.

As Capt. Gavin Bladen looks for new buyers for the vessel he has overseen for years, he realizes he could be cast aside.

By RONDA KAYSEN
Photographs by JONATHAN STOKES

THE MEDITERRANEAN SEA — For 38.5 million euros, the prospective boat buyer would expect perfection, and Capt. Gavin Bladen was pretty sure that what he had to offer — a five-cabin luxury catamaran anchored in a Mediterranean cove on the French Riviera on a nearly cloudless day in June — was as close as it gets.

Mr. Bladen, dressed for work in a white polo, charcoal shorts and bare feet, was at the ready when his visitor, a yacht broker from Monaco, stepped onto the teak deck. He clasped his guest's hand, offered him an espresso and eased into a soft sell of the boat, Hemisphere, as it rocked ever so gently in the bright blue water. Its owner, a wealthy 83-year-old American named Anthony Marlon, was selling it for the equivalent of almost $44 million, leaving Mr. Bladen with the unwelcome task of finding a buyer for what had been his home for 15 years — and a dreamy home at that.

'I won't have anybody as good as the family I've worked with.'

The tour was an orchestrated exercise in showcasing Hemisphere's quiet but undeniable luxury. Was there anything like the ridged texture of this ostrich-leather wall covering? Notice the undulating finish of the African walnut main cabin flooring? See how the outdoor dining area has overhead air-conditioning, so that even on the hottest days, one needn't unwillingly perspire?

The yacht broker, Simon Ting, touring Hemisphere on behalf of "a specific client that loves doing adventurous stuff," seemed underwhelmed. Newer boats have cabins with floor-to-ceiling windows that dip below the waterline, a feature so immersive that "the dolphins wink at you," Mr. Ting said.

Mr. Bladen, 54, couldn't compete with winking dolphins. And he was aware there were superyachts that dwarfed Hemisphere and had helicopters, Jet Skis and infinity pools, along with aquarium-style windows.

But a sailing catamaran is not like most superyachts, which are powerboats. Hemisphere is instead a two-hulled sailboat (though it has a powerful motor, too), so, with a 55-foot beam, it is roughly double the width of a typical power boat of similar length, delivering a roomy, stable ride. It has circumnavigated the globe three times, reaching some of the most secluded diving destinations on Earth. The 145-foot vessel was the largest sailing catamaran in the world until the 2024 launch of the Artexplorer, at 152 feet. "By gross tonnage, we're still the largest," Mr. Bladen noted.

Mr. Bladen oversaw the design and construction of Hemisphere and has lived aboard it since it first set sail in 2011 from Falmouth, England. Just about his whole life is on the boat. For the past decade, his girlfriend, Fatima Llaban, 44, has sailed with him, working on board as the head of housekeeping. The main cabin centerpiece is a 2-foot-by-3-foot wooden octopus that Mr. Bladen bought in Palau, where he met Ms. Llaban. The 30-year-old bonsai trees on the rear deck? He bought them, too, and makes sure they're properly pruned, protected and nurtured.

Even Dr. Marlon, the boat's owner, sees Hemisphere as Mr. Bladen's home. "There's no question," he said in a telephone interview. Dr. Marlon and his family use the boat about one month a year, always with Mr. Bladen at the helm. Mr. Bladen cares for the vessel, overseeing a crew of nine, operating charters for a fee of €255,000 a week ($291,000), along with 30 percent for incidentals and tips for the staff.

Now, Mr. Bladen was facing the possibility that the seafaring paradise he created might soon be lost.

A new owner might not want to charter the boat or sail the globe, choosing to stick to the predictable seasonal route from the Caribbean to the Mediterranean. That trip is known among captains as the milk run, and while it might sound interesting if you spend most of your time on land, Mr. Bladen finds it numbing. The next owner might run a more corporate operation than Dr. Marlon does, dictating whom Mr. Bladen hires and how the charters are managed. Or the owner might already have a captain on staff, leaving Mr. Bladen without a job.

"It's 100 percent the end of a chapter," Mr. Bladen said after Mr. Ting departed. "I could find the person who fires me."

Hemisphere's Unlikely Origins

Mr. Bladen met Dr. Marlon in 2001, when he was the captain of Double Feature, a 57-foot catamaran in the British Virgin Islands. Dr. Marlon, a cardiologist who started a health insurance company that he later sold for $2.6 billion to UnitedHealth Group, had chartered the boat for a week of diving with his wife, Renee, and other family members. He immediately took to Mr. Bladen, impressed by the way he coolly shepherded Ms. Marlon through the process of getting her diving certification, staying by her side as her confidence and skill grew.

The couple returned later for another vacation, and this time, Mr. Bladen said, Dr. Marlon "gave me the nod and wink to look for a big cat" to buy. But there was nothing on the market that seemed worth the money. "That should have been the end of it," Mr. Bladen said.

But it wasn't, because Mr. Bladen then suggested that Dr. Marlon build a boat of his own. Soon Mr. Bladen found himself interviewing the world's top yacht designers. At one point, they found a 130-foot catamaran under construction, but it burned down in the shipyard before Dr. Marlon could make an offer. The two pressed on, and with each interview, the definition of a "big cat" grew.

"You get a drawing of an 85-footer, and it's like: 'That is lovely! Look at that one,'" Mr. Bladen recalled. "And then a 90-footer, 95-footer, 100-footer."

Mr. Bladen hired a yacht designer, an interior designer and a builder, and managed the sprawling project across two continents. It was nearly derailed when the original shipyard went bankrupt, turning what was supposed to be a four-year project into a seven-year slog and doubling the cost from $27 million to $57 million.

Mr. Bladen grew up in Yorkshire, England, the son of a regional bank manager. Never much of a student, he left for Australia at 20 to travel. "My dad didn't speak to me for a week," he said. He took diving lessons in the Great Barrier Reef, became an instructor and eventually captained dive boats like the Double Feature.

So he was surprised, in 2004, to be sitting in a yacht designer's Paris office, poring over plans for what had ballooned into a 145-foot vessel. He obsessed over details, constantly looking for ways to elevate the design: "I'd look at their drawings and go, 'He could do that differently; he could do this differently.'"

He moved to Connecticut to oversee the build and, in the wake of the bankruptcy, eventually loaded the 180-ton vessel onto a ship and, as a passenger, crossed the Atlantic Ocean with it. Two years later, in 2011, the Marlon family gathered for the maiden voyage on a windy afternoon, hovering around Mr. Bladen as he steered Hemisphere out to sea and off toward the Mediterranean. Residents from town gathered for the event, celebrated with a fireworks display.

So began an epic voyage that would take Mr. Bladen to 75 countries — diving in Micronesia, India, French Polynesia, Egypt and the Galápagos Islands — sometimes with the Marlons, sometimes with charters, sometimes with only the crew. He dove alongside a humpback whale and her calf (she was not pleased). He swam with orcas. A cattle egret, blown out to sea from a storm in Puerto Rico, landed aboard in 2018, exhausted and weak. Mr. Bladen named the

Clockwise from below left: Nick Routledge, the chef, cleaning a tuna caught on the Hemisphere; Kristie Kelly, the chief stewardess, doing crew laundry; members of the crew heading to Nice, France, for a birthday party; the engineer Johan Jonck fixing an electrical malfunction.

Paradise to New Ownership

HEMISPHERE
BLOODY BAY

orphan Rodeo and fed him bits of fish. Rodeo hung around for two weeks until they reached Tahiti, then took flight.

In 2016, Mr. Bladen met Ms. Llaban at a bar where she worked in Palau, earning about $1.50 an hour, and persuaded her to join him aboard the boat as a seafaring stewardess. Her wages soared, and she did not have to pay for rent, food or any household items, allowing her to send two-thirds of her income home to the Philippines and eventually put her son through medical school.

"It's changed her whole family's life," Mr. Bladen said.

Luxury Comes With Costs

After the yacht broker finished his visit to Hemisphere, Mr. Bladen had 36 hours before he would depart the south of France for Dubrovnik, Croatia, a five-day passage, to pick up a family that had chartered the boat for two weeks.

But before the crew began working around the clock, four hours on, eight hours off, with no alcohol allowed — one crew member called this "sea-tox" — they wanted a night out in nearby Nice to celebrate the 22nd birthday of one of the stewardesses.

While the crew got ready to party, Mr. Bladen was thinking about the case of €500-a-bottle wine he needed to pick up from the wine dealer for Hemisphere's next charter. "I orchestrate everything," he said. "So tonight when they're drinking, going, 'Hey, happy birthday, don't need to do anything,' I'm still working. My mind's still ticking. It never stops."

At sunset, Mr. Bladen and the crew rode a tender, beers in hand, to the Whale's Tail, a pickup point at the nearby dock. They piled into Ubers and shared a dinner of wine, beef cheeks, carpaccio and sea bream. As Mr. Bladen signed the check, most of the crew scrambled to make plans to stay ashore for the night.

The next morning, Mr. Bladen and Ms. Llaban visited Èze, a medieval village perched in the cliffs above the Mediterranean, for lunch. From the mountains high above the sea, while tourists admired the view, Mr. Bladen spotted Hemisphere anchored among the other superyachts. "I can't see if they put the tender away," he groused to Ms. Llaban.

Luxury lies in the details, and Mr. Bladen is a details guy. The boat's cabins are infused with a citrus and basil aroma. Towels, draped on a warming rack, are never cold. Lunch, perhaps a spread of grilled branzino, Sardinian fregola and heritage tomatoes, awaits as you re-embark after a morning spent diving. Fresh laundry is returned to your cabin pressed and folded after an evening spent spotting the whales breach. In February, in St. Thomas, after returning from shore, Mr. Bladen spotted a tiny, quarter-inch ding in the teak on the upper floor deck and was furious. "Teak costs like €300,000," he said. "No one admitted to it when I got back, and I see a ding in the teak, and I think, 'Who did that?'"

The next day, the mystery was solved: A bullet was found in the boom. Mr. Bladen assumed someone had fired a gun from the dock and the bullet had landed on deck, a plausible explanation that exonerated his crew.

As the live-aboard captain, Mr. Bladen enjoys many of the luxuries he provides to his guests. He gets warm towels and doesn't launder his own clothes. He doesn't cook his meals, either; the chef does that.

Providing all this luxury is not cheap. Hemisphere has two engines, three generators and four air-conditioning compressors. When anchored, it churns through 114 gallons of fuel a day. During a passage, it can burn as much as 635. It makes its own fresh water, which is stored in tanks that hold 2,230 gallons, using reverse osmosis. With docking fees, passage fees and maintenance costs, it all adds up to $3 million a year in maintenance. Charters defray about half the cost.

Dr. Marlon is done carrying the financial load. "How old am I? Eighty-three?" he said. "I do not want to leave my wife with that boat."

Mr. Bladen tries not to think too far ahead. He has been working with a yacht designer to potentially build a new catamaran, which, at 230 feet, would overshadow Hemisphere. Perhaps an adventurous patron will buy it and hire him as captain. But whatever happens, he will miss the Marlons. "I won't have anybody as good as the family I've worked with," he said.

Stuck on the Milk Run

When it was time to leave the French Riviera, a deck hand pulled up the anchor — 330 feet of metal chain, grinding up from the sea floor and coiling under the deck. Mr. Bladen, at the helm, steered into open water. "France is behind me now," he said. By early evening, the last vestiges of land had faded from view. With the air still, there was no reason to raise the sails. It was just as well; they were old, stained with mold and ready to be replaced. Dr. Marlon had no plans to spend €500,000 on new sails. That would fall to the next owner.

To Mr. Bladen, the moldy sails were another gnawing reminder that while nothing had changed, everything already had. He would make no more trips to the South Pacific; the boat needed to stay close to the Mediterranean for showings. Even charters would be scarce because charter agents are reluctant to book a boat that's on the market. So Mr. Bladen and his crew were already relegated to the tedious milk run, a path that could leave a crew restless and open to jobs on more active boats.

Daylight brought with it a view of land. Southern Corsica was in Mr. Bladen's sights. He inhaled the earthy, salty morning air. Terra firma "smells like problems — paperwork, rules," he said. "That's what's cool about being here. There's no rules. There's no paperwork. No problems."

His destination was far beyond the horizon, and he was safe at home.

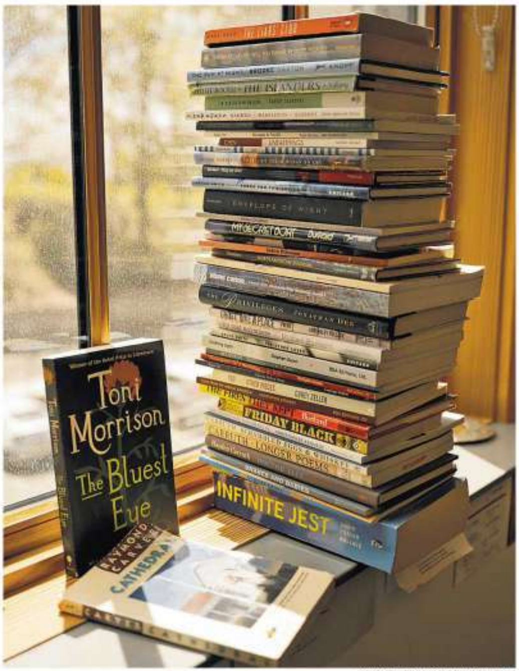
HEMISPHERE

Mr. Bladen with a dolphin between the hulls of the catamaran, top, and with Fatima Llaban, his girlfriend and the head of housekeeping, above. His favorite place on the boat is his desk in his cabin, bottom left.

Yachts anchored in Beaulieu-sur-Mer, France, on the Mediterranean Sea. "That's what's cool about being here," Mr. Bladen said. "There's no rules. There's no paperwork. No problems."

There's Something About Syracuse

The Central New York city known for long, bleak winters continues to be unlikely fertile ground for the literary class.



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LIAM KENNEDY FOR THE NEW YORK TIMES

Syracuse's brutal winters, left, haven't stopped the area's envied literary output, far left, from the likes of the poets Bruce Smith and Jules Gibbs, below.

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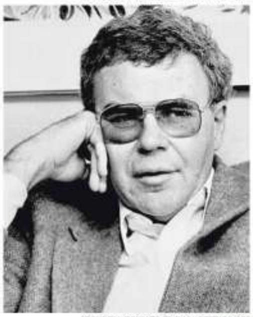

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BRUCE BISPING/STAR TRIBUNE, VIA GETTY IMAGES

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Above center, from top left: Toni Morrison worked for the publishing company L.W. Singer, whose offices were on West Erie Boulevard, right; Raymond Carver began teaching at Syracuse University in 1980, living in a house near campus, and he released his short-story collection "What We Talk About When We Talk About Love" in 1981; David Foster Wallace wrote much of his opus, "Infinite Jest," in an apartment in Syracuse.

By ANNA KODÉ

The cold and the dark have fueled writers for centuries. During winter in the country, "there's so little to do that if anyone is not in one way or another engaged in intellectual work, he is inevitably bound to become a glutton or a drunkard," wrote Anton Chekhov, for whom the harsh Russian winter was often a character as much as a setting. In Iceland, where some winter days get about four hours of sunlight, roughly one in 10 residents will publish a book, according to one estimate.

A similar current runs through the long, bleak winters in Syracuse, N.Y., which has been called both the rainiest and snowiest city in the United States. But it isn't widely regarded as a literary haven. It's often known for its annual state fair, gargantuan shopping mall and college sports.

And yet, the upstate city has been fertile ground for a parade of American literary giants over the decades. Toni Morrison wrote much of her first novel, "The Bluest Eye," while working there. David Foster Wallace worked on "Infinite Jest," his 1996 opus, in a tiny apartment near Syracuse University. F. Scott Fitzgerald lived there as a child, as did the new journalism pioneer Lillian Ross. Raymond Carver and Tobias Wolff have taught at Syracuse University, where George Saunders is a professor.

Today, a thriving indie literary community is carrying on the tradition, with residents organizing backyard reading series and community writing workshops. "There's some sort of pull to the area that doesn't exist elsewhere," said David Haas, who runs the Instagram account @SyracuseHistory. "This area has totally been forgotten over time. It's a Rust Belt city, and we've declined just as others."

Long winters and short days mean more time spent indoors and greater space for introspection. And though the cost of housing has been rising recently, Syracuse is still more affordable than many urban centers, drawing artists who can create without the burden of paying exorbitant rent.

"Not being a high-profile city is appealing to writers," said Tim Carter, the director of writing workshops at the Writers Voice of Central New York. "You can just get your work done in anonymity, in some peace and quiet. It's a place where you can work and create and not have to battle all these other things like a high cost of living."

In a time of A.I.-generated slop, book bans, funding cuts and a nationwide affordability crisis, making art has become an especially grim occupation. Many writers have been struggling to find work, and artists have been leaving New York City in droves. But how has Syracuse maintained its standing as a haven for creativity?

The Typewriter City

Like many cities with industrial pasts, Syracuse has faced a torrent of economic and social hardships into the 21st century. According to estimates from 2019 to 2023, it had a child poverty rate of nearly 50 percent. Its population has been declining, from around 220,000 in 1950 to 145,000 in 2025. An old and deteriorating housing stock has been plagued by lead.

It wasn't always this way. Syracuse was once thriving with several flourishing industries. Producing much of the nation's salt in the 1800s, it earned the nickname the Salt City. In the early 1900s, it was known as the Typewriter City, home to several typewriter factories. And at one point, it became the Gear City.

"They were making everything here," said Robert Searing, the curator of history for the Onondaga Historical Association. "It was a major place that was drawing people from everywhere."

This included the publishing industry. In the 1960s, Toni Morrison was living at home with her mother in Ohio, divorced and jobless. She had subscribed to The New York Review of Books, and one day she saw in the back of the magazine a job posting that read, "A major publisher requires an executive editor." The ad had been taken out by L.W. Singer, a textbook publishing house in Syracuse. Morrison applied, got the role and moved there.

Inspired by a memory of an incident she witnessed as a child, she was working on a story "about a Black girl who wanted blue eyes," Morrison said in a 2012 interview. She had two young sons, and she would write "before they got up and after they went to bed just as something to do." In 1970, this story would be published as "The Bluest Eye," Morrison's debut novel.

"Having this opportunity to go to a place that has the kind of cultural environment, but also has the freedom that she needs to be a writer, is critically important," said Dana A. Williams, author of the 2025 book "Toni at Random," about Morrison's editing career. Random House, which had acquired L.W. Singer, moved Morrison to New York. She continued writing novels and eventually won the Nobel Prize in Literature. (Morrison died in 2019.)

Around the 1980s, in Syracuse, "everything starts to fall apart," said Mr. Searing, pointing to the decline of American manufacturing.

For its literary community, a new phase was about to begin.

Realists, Poets and Novelists

Raymond Carver started teaching at Syracuse University in 1980. He was already building a name for himself as a short-story writer with distinctive, minimalist prose, but he had struggled with alcoholism and money problems.

Syracuse "was a place where he could work, afford a house, and stay put," Carol Sklenicka wrote in her biography of him, "Raymond Carver." With the writer Tess Gallagher, he purchased a four-bedroom house that he decorated with his peacock feather collection. In 1981, Carver's "What We Talk About When We Talk About Love" made him a household name in literary circles, known for his "dirty realism."

In the classroom, Carver smoked cigarettes while he lectured. He shaped the writing program at Syracuse, bringing in Tobias Wolff to join the faculty and persuading Jay McInerney to attend as a student. "Everybody in the class would smoke," Mr. McInerney recalled recently. "Carver was a master of using the cigarette to pause or to substitute for a sentence."

Mr. McInerney had been living in New York City. Carver told him he needed to come to Syracuse to focus on his work. There, in six weeks, the young writer finished a draft of "Bright Lights, Big City," the debut novel that would put him on the map. This April, he published his latest book, "See You on the Other Side."

Carver died of lung cancer in 1988, but his influence over the program is still felt. Bruce Smith, a poet and English professor, arrived in 2002. He was choosing between Syracuse and the University of California, Santa Barbara, "where I could've had a smoothie on the beach," he joked.

He chose Syracuse because "it had a certain gravitas," Mr. Smith said. "Ray Carver was here, the reading series is named after him. It was a place I was attracted to because of its attention to the word."

Affordability was another factor. Mr. Smith bought his house in 2002 for $100,000 and still lives there with the poet Jules Gibbs, author of the collection "Snakes and Babies." In the 2010s, the two turned their garage into a three-story writing studio.

"As artists who were struggling to make ends meet, we didn't have to be house poor," Ms. Gibbs said. "Unfortunately, that's changing now. Things are getting more expensive and prices are getting inflated."

Still, compared with other cities known for incubating creativity, Syracuse remains affordable, with an average rent of $1,600, according to Zillow, versus $3,750 in New York or $2,660 in Los Angeles. In Syracuse, "you can tend bar and write your book," Ms. Gibbs said. "You can do some adjunct teaching and write your book."

An observer says there's 'a pull to the area that doesn't exist elsewhere.'

That was part of what lured David Foster Wallace, who was born in nearby Ithaca, to Syracuse in the early 1990s. He had been battling addiction, and he was looking for somewhere calm with low rents.

"I lived in an apartment that was seriously the size of the foyer of an average house," he told the journalist David Lipsky, adding: "There were so many books, you couldn't move around. When I'd want to write, I'd have to put all the stuff from the desk on the bed, and when I'd want to sleep, I would have to put all the stuff on the desk."

Wallace developed a steady routine: waking up early to go to sobriety meetings, lifting weights and laboring away on what he called "the Project," wrote D.T. Max in his biography, "Every Love Story Is a Ghost Story." Wallace moved to Illinois for a teaching job after roughly a year in Syracuse, and in 1996 "the Project" would be published as "Infinite Jest," launching him to fame. In 2008, Wallace died by suicide.

A Place 'for Artists to Dwell'

It snowed as recently as April this year, which isn't all that surprising for Syracuse. The climate can create a world of forced introspection. "There's a way that the weather manifests in our behaviors and bodies and countenance," Ms. Gibbs said. "It's not bad for artists to dwell in that kind of meditative state sometimes."

Mr. McInerney recalled he once said that Syracuse "was like eastern Russia, but with shopping malls."

"The sun would disappear in November," he said. He was once told by an editor "to write about the worst things that ever happened to you." The darkness, he added, helped bring that out on the page.

The city's decline has also created a sense of urgency for its writers.

"There's so much working against us — a sagging population, economic downturn, bad climate," Ms. Gibbs said. "It's the ultimate grass-roots mind-set of, 'Nobody's coming to save us, we have to do this ourselves.' So for creative types, how do we reach out through our work and uplift other people?"

There are many community-centric organizations focused on developing writers, often led by graduates of the university, who've been increasingly staying in the area, Mr. Smith said. "It used to be that you would get your Syracuse M.F.A. and then you go live in Brooklyn or Philadelphia," he said. "More and more, people have tried to make a life in Central New York."

In 2020, Jacob Gedetsis, a Syracuse M.F.A. graduate, founded Write Out, which organizes after-school creative-writing workshops attended by more than 800 students. Mr. Carter, another M.F.A. graduate who stayed in Syracuse, said his organization, the Writers Voice, teaches about 500 people each year. He also hosts a backyard reading series, assembling writers from across the region.

"Syracuse is a D.I.Y. city," he said. "If you build it, people will come."

2 ROUTINE

An actor on 'Severance' enjoys shopping and people-watching.

7 COMMUNITY BONDS

The 14th Street Y's efforts to become a social gathering hub.

3 IN THE DIARY

'I heard the most beautiful baritone voice coming from a nearby apartment.'

NEW YORK CITY

Metropolitan

The New York Times

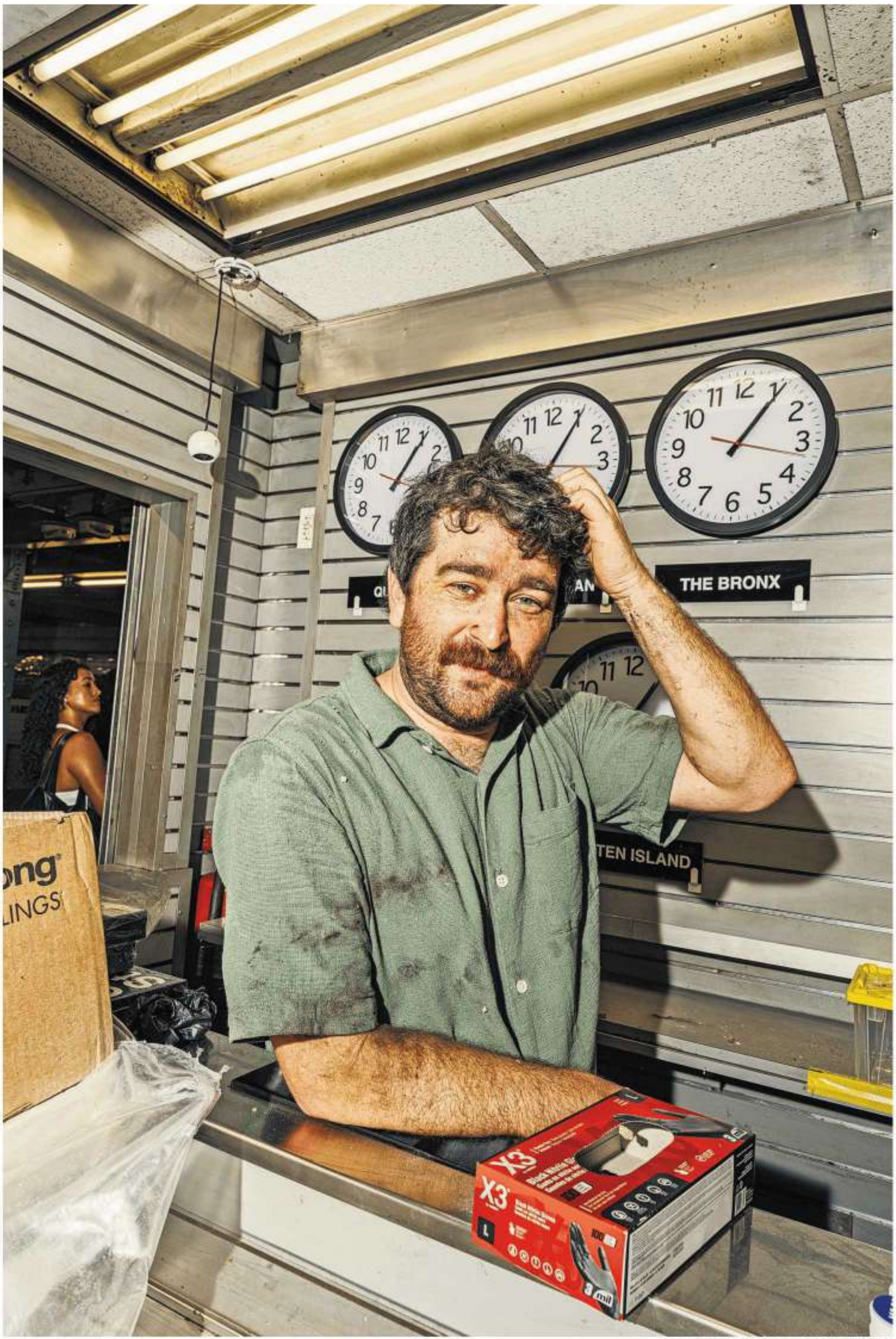
SUNDAY, AUGUST 2, 2026

MB

A Subway Diversion That Aims To Delight

Whimsy and freebies at a vacant newsstand in a West Village station.

By WINNIE HU



PHOTOGRAPHS BY JANICE CHUNG FOR THE NEW YORK TIMES

Trading cards that highlight fun facts about retired subway conductors and operators. Key chains with a fake rat's foot for "good train luck." A bucket hat with a sliding veil that riders can borrow to cry in private.

These specialty items for straphangers, which they may not have even realized they need, or want, will be available free starting this weekend at a former newsstand inside the West Fourth Street station in Manhattan.

The transit-themed newsstand will have no other purpose than to amuse and intrigue New Yorkers — or console them on a bad day — and make their commutes just a little better in the nation's largest subway system.

It is the latest creation of Al Mullen, 37, a comedian and writer known for his humorous and upbeat takes on the transit world. The newsstand "snowballed" from his free zine, Public Transport Magazine, which he started in 2022 from his Brooklyn apartment and leaves on trains and in stations for riders to discover.

The comedian and writer Al Mullen, left, and friends are transforming a shuttered subway newsstand in the West Fourth Street station with an art project that will include a photo booth with a subway pole and puppet shows.

"Everyone's on the subway," Mr. Mullen said while fixing up the newsstand on a recent afternoon. "It's a place where I can meet all kinds of people and see if they'll be delighted."

Mr. Mullen partnered with Art on the Ave NYC, a nonprofit that displays art in vacant storefronts, and the David Prize, a philanthropic initiative of the Walentas Foundation, to secure a one-year license for the shuttered newsstand from the Metropolitan

CONTINUED ON PAGE 6

Legionnaires' Disease Makes Itself at Home

New York has had a number of outbreaks. To prevent more, experts look to plumbing.

By JOSEPH GOLDSTEIN

New York City has emerged as a major — and repeated — epicenter of Legionnaires' disease, exactly 50 years after the illness was discovered amid a mass outbreak that struck veterans celebrating the bicentennial in Pennsylvania.

Over the past month, the bacteria that cause Legionnaires' have been implicated in the deaths of six people and sickened 90 more, as of Thursday morning, across the Upper East Side of Manhattan.

It is the third major outbreak of Legionnaires' in a dozen years in the city, following last year's cluster of cases in Harlem, which killed seven people, and an outbreak in the South Bronx in 2015 that was one of the nation's worst.

"There are not many other cities on earth that would have that," said Greg Rankin, the chief executive of a company that sells a Legionella test.

The disease was discovered and named after an unfamiliar pneumonia began in-

CONTINUED ON PAGE 5

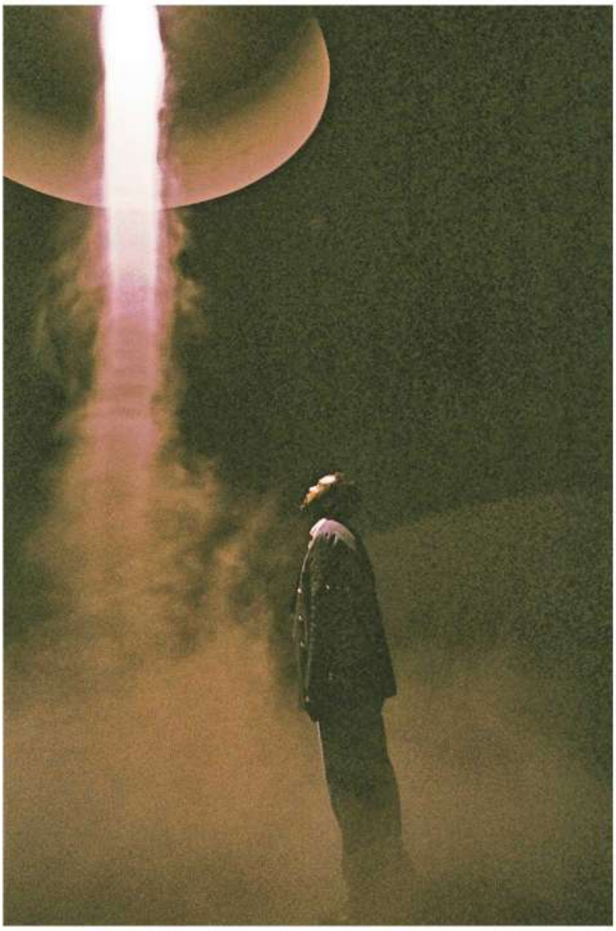
ANGELINA KATSANIS FOR THE NEW YORK TIMES

Robert Goldstein, 88, was among the first people in New York City to die from Legionnaires' disease during this summer's outbreak. His wife, Ida Goldstein, left, and her sister, Selma Tenenbaum, mourned his death.

ROUTINE

TRAMELL TILLMAN

Actor Steps From His Uptight Role Into Real-Life Fun



When people meet Tramell Tillman, they expect him to be like Seth Milchick, the cheerfully menacing manager he plays on the Apple TV thriller "Severance."

"After people get to know me, they'll say, 'Oh, my God, you're so nice,'" said Mr. Tillman, 41, who won an Emmy Award for best supporting actor in a drama series last year. "They're surprised I'm not the scary, authoritative guy we see in 'Severance.'"

Mr. Tillman got the chance to show off that charisma opposite Tom Cruise in "Mission: Impossible — The Final Reckoning" last year, and he made his Broadway debut in the 2019 production of "The Great Society." He currently stars as a character named Bill in "Spider-Man: Brand New Day."

He recently spent a Tuesday with The New York Times as he shopped for furniture in Hell's Kitchen and danced through Chelsea. *SARAH BAHR*

10:14 A.M. Mr. Tillman spotted a vintage Edison phonograph from the early 1900s in Olde Good Things in Hell's Kitchen. "Can I touch it?" he asked the shopkeeper. He wound it up, and a tinkling tune began to play.

He's almost exclusively a window shopper, though occasionally something catches his eye. "I've come to know that if you don't look for it, it will find you," he said. "So I keep an open mind."

10:23 A.M. He loves visiting furniture stores around Manhattan with his best friend, Chris. "We call it our suburban housewife moment," he said. "I never wanted to be an interior decorator, but I love the imaginative part, just exploring."

10:49 A.M. Some of Mr. Tillman's first visits to the city's best-known arts institutions were when he was a cater waiter for private events in the mid-2010s. "They close the exhibits, so you have to sneak a tour," he said. He had long wanted to visit the Arte Museum, an immersive digital art space that opened in Chelsea last year.

He's a regular in the Chelsea area — drawn, he said, to the "very queer-friendly spaces." "I spent a lot of time going to the bars, many of which aren't there anymore," said Mr. Tillman, who last year became the first Black and first openly gay actor to win an Emmy for best supporting actor in a drama series. "So it's just nostalgic for me."

11:07 A.M. Standing in the center of the Arte Museum's waterfall room, the roar of rushing cascades surrounding him, Mr. Tillman looked up at the ceiling with childlike joy. In another room, he touched a field of flowers on a wall, and fireflies erupted. "This is amazing," he said.

11:29 A.M. His favorite, though, was the tornado. "I could stay here all day," he said, letting the column of air envelop him.

12:07 P.M. He reveled in a walk past some of his old favorites at Chelsea Market, including the chicken-and-waffle spot Friedman's and the soft-serve ice cream place Seed + Mill. But he wanted to try the Mexican seafood of Los Mariscos. "I'm usually a meat guy, but I can't resist this fish," he said, squeezing the juice of a lime over a pair of tacos.

Mr. Tillman used to dance in front of his Baptist church when he was growing up in Largo, Md., the youngest of five. As a boy, he said, this "was not something that was celebrated." So now, to not only be known for his dance skills on "Severance," but to have had them help him win an award is "like a dream," he said.

Dancing, shopping and eating tacos are ways a menacing 'Severance' star lets loose offscreen.

PHOTOGRAPHS BY SABRINA SANTIAGO FOR THE NEW YORK TIMES

The actor Tramell Tillman visited a few exhibits at the Arte Museum in Chelsea, top right and left. He also made a gelato stop, above, while in Chelsea and found time to people-watch, center left. In Hell's Kitchen, top left, Mr. Tillman browsed at a vintage shop.

12:35 P.M. As Mr. Tillman pored over the flavors at L'Arte del Gelato — "I always have pistachio," he said, "so I need to mix it up" — the cashier eyed him. "I'm sorry, I don't know who you are," she said. "Maybe you're like a basketball player or something?"

"You're funny," he said, smiling.

12:42 P.M. Mr. Tillman is a long-walk enthusiast: the West Side to the East Side, the length of Central Park, Washington Heights down to Battery Park. "It's nice to be able to shut my brain off a bit and just enjoy New York," he said.

12:51 P.M. "I love to come here and just people-watch," Mr. Tillman said as he soaked in a gentle breeze blowing off the Hudson River at Little Island, the floating outdoor public park and performing arts space. "It feels like a different part of New York. It's my getaway when I can't get away."

1:03 P.M. He's enjoying a bit of a break between wrapping production on his first movie musical, "Octet," and preparing to begin shooting Season 3 of "Severance." But though his projects have tended toward the screen in recent years, he's a theater kid at heart. "My dream would be to find a way to go back to Broadway," he said. "I've been rebitten by the musical bug."

Metropolitan Diary

ILLUSTRATIONS BY AGNES LEE

'Let's Go, Rangers!'

DEAR DIARY:

In spring 1974, my father and I were walking back to our car after attending a Rangers game at Madison Square Garden. We had a 90-minute drive home to Fishkill ahead of us, and I planned to skip school the next day.

In the distance, we heard a woman's voice chanting: "Let's go, Rangers!"

As we got closer, the voice began to sound familiar.

"Let's go, Rangers!"

From behind, I saw a small, compact figure yelling at the top of her lungs: "Let's go, Rangers!"

Then she turned around.

"Ms. Racheter!" I shouted.

It was my 11th-grade English teacher. I did not miss school the next day.

PETER CHARKALIS

Mother Bucka's

DEAR DIARY:

I was born and raised in Brooklyn. When I was 1, my family moved into a two-family house in East Flatbush.

I became instant friends with the little girl who lived upstairs and was almost a year older than me. Her name was Elise. We became inseparable.

Flash forward to when we were in our late teens. She met a guy who drove a taxi, and they became close very quickly.

In spring 1977, she and I took a weekend trip to Washington, D.C., traveling on a bus that left from outside Grand Central.

When we returned, her boyfriend, Bruce, came to pick us up along with a friend of his. The first thing we did was have ice cream at the guys' favorite place, Mother Bucka's in the West Village.

MOTHER BUCKA'S

The next day, I was told that the friend, Jay, had asked for my phone number. A couple of weeks later, he called me. The first thing I said was: "It's about time."

Flash forward again, and we're now two married couples. Unfortunately, about 25 years later I became a widow. But Elise has celebrated over 40 years of marriage bliss.

The best part about having a friend for over 60 years is all the reminiscing we still get to do about that wonderful trip to Mother Bucka's, and the life it created for us.

FRAN STURM

Beautiful Baritone

DEAR DIARY:

My husband's job recently allowed us to live in Midtown Manhattan. While he went to work each morning, I worked from home and explored the city on foot.

On many days, as I stepped into the hallway, I heard the most beautiful baritone voice coming from a nearby apartment. I never saw the singer, but hearing him became one of the highlights of my mornings.

Once, as my husband and I were leaving for the Whitney Museum, our mysterious, musical neighbor stepped into the hallway at the same time.

I could not resist.

"Is it your voice I've been enjoying all these weeks?" I asked.

He smiled.

"I hope I haven't been bothering you," he replied.

"Quite the opposite," I said. "It's been a joy."

My husband asked if he sang professionally.

"I'm singing Marcello in 'La Bohème' at the Met this month," he replied, as casually as if he were telling us he worked down the block. Then he invited us to attend the next performance.

We gladly accepted.

That evening was unforgettable. It was my husband's first opera and my first since attending performances years earlier with my grandmother.

As the music filled the Metropolitan Opera House, I thought of how, in New York, the most extraordinary invitations can begin with a neighbor practicing behind a closed door.

DEBBIE E. MILLER

Rainy Night on the L

DEAR DIARY:

I was on the L train heading to a friend's birthday party in Bushwick. It was a rainy night, and I was wearing an old disposable rain poncho that looked like a slice of watermelon.

"I like your poncho," the guy next to me said.

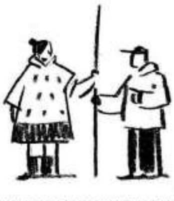
"Thanks," I replied.

"Hypothetically, how much would you sell it for?" he asked.

I wasn't planning on selling the poncho off my back, but I said, "I don't know, five dollars?" I immediately regretted my lowball answer.

"I'll give you 10," he said.

I thought: This guy must be the worst negotiator ever. But there I was, giving him the poncho and getting a crisp $10 bill in return.



"My best friend's name is Watermelon," he said before getting off at the next stop. "She's going to love this."

I took the $10 and bought a chicken quesadilla.

AVERY LENDER

Precarious Parcel

DEAR DIARY:

I was biking through Midtown on a warm spring day. Next to me at a stop light was a man on a Citi Bike. He was carefully holding onto a full-size air-conditioner that was sitting on the bike's basket.

A delivery worker on the bike next to him at the light pulled out a bungee cord from his insulated bag.

"You can have this," the deliveryman said.

The light changed, and we all rode off.

ROB PRICE

Observations for this column may be sent to Metropolitan Diary at diary@nytimes.com or to The New York Times, 620 Eighth Avenue, New York, N.Y., 10018. Please include your name, mailing address and daytime telephone number. Submissions become the property of The Times and cannot be returned. They may be edited, and may be republished and adapted in all media.

READER COMMENTS

DAVE SANDERS FOR THE NEW YORK TIMES

An eastern red bat hanging out in Park Slope, Brooklyn, in June.

They Live All Around Us, And They Eat Mosquitoes

Readers responded at nytimes.com to Lauren Rosenfield's July 19 article on how bats have made New York City's green spaces their homes. Comments have been edited.

HERE IN WESTERN MARYLAND our bat species aren't faring as well as urban bats. The No. 1 reason is fewer insects — and the decline is striking. One need only observe the sea of suburban lawns (I live outside of Brunswick, a small city with exploding suburban sprawl) that are sterile and poisoned with chemicals. Habitat loss and alteration kills the food chain.

FRANK BOYLE, KNOXVILLE, MD.

AS A CHILD IN THE western suburbs of Philadelphia, watching lightning bugs and bats emerge at dusk was a reward as we sat on the patio to enjoy the evening. Later, as an adult, I spent time in New Hope, Pa., where small bats roosted in the shutters of my sister's farmhouse. They put on a show at night and I do not remember being bothered by mosquitoes at all. Now I live in West Philadelphia, and I cannot even go outside without spraying myself with DEET to avoid the clouds of mosquitoes that swarm at dusk. I need an urban bat renewal, and tips to get it going!

LEE BALDWIN, PHILADELPHIA

IT'S WONDERFUL TO read about New York City kids learning about this in their backyard. Recording the calls of the bats is a fantastic citizen science/nature project thought up by some very creative students and their teachers! There's a stunningly beautiful section of Riverside Park at dusk when the fireflies (which appear much brighter in the city than their brethren upstate) blink away at the same time these little, silent (to us) bats can be seen flittering away overhead, eating all the non-noxious bugs including mosquitoes (thus leaving the fireflies behind). This makes for a perfectly quiet and magical stroll in the summer evenings. No doubt the bats are holing up in the dense vegetation/retaining wall (home to a famous local raccoon family) or the Amtrak service tunnels in the area. We should continue to conserve this at all costs.

LINUS D. SUN, NEW YORK

THE UNIVERSITY OF FLORIDA here in Gainesville has erected two bat houses on campus for their value in mosquito (and other insect pest) control. The nightly departure of the bat inhabitants from their lodgings in the early evening attracts large crowds when the weather permits. This is something that the parks department should consider erecting as a win-win for the city.

DR. CHARLES H. BUSH, GAINESVILLE, FLA.

BATS ARE GREAT UNTIL they decide to roost in your house. The guano and nesting noises can be a real nuisance. Since they are protected, it is illegal to harm them, and in the summer when they have their young there is nothing you can do but wait. After that you can seal the openings they are using and install one-way tubes to let them leave but not come back. And hope they don't find another way in!

PAM ROLLINGS, SOUTHERN PINES, N.C.

I WAS BORN IN EUROPE and I lived in Latin America for years and on the East Coast for a stretch. Therefore, I have known and seen bats, swallows and all other forms of fauna. When I lived in Italy, bats were everywhere, especially in the countryside, and we always knew that they ate all insects that were either destructive or bothersome to people. So even though everyone always had some dislike for them, we got used to them and they became part of our life. Unfortunately, here in Southern California we have to look high and low to find bats, swallows and generally birds, other than sea gulls that are the trash-pickers of beaches. Swallows are only in San Juan Capistrano, and even there they're vanishing. So East Coasters enjoy bats, swallows, sparrows, hawks and eagles. They are a wonderful addition to your environment.

MARCO RUGGIERO, LOS ANGELES

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Make busy mornings less of a scramble.
Explore recipe collections like Breakfast in 10 Minutes or Less.
nytcooking.com

AFFORDING NEW YORK
$110,000 A YEAR

PHOTOGRAPHS BY LEXI PARRA/THE NEW YORK TIMES

Weixun Hu on the balcony of his studio apartment in Long Island City, Queens. He was born in China and conducts social development research at an international organization. His employer subsidizes about 18 percent of his rent.

Subway to Random Stops and an Airbus to China

By TROY CLOSSON

Weixun Hu enjoys what might sound like the ultimate professional perk. New Yorkers pay some of the country's highest taxes on their income, more than $12,000 on average per person between state and local governments. But Mr. Hu's income tax this year? Zero.

That's because Mr. Hu, 32, who was born in Guangzhou, China, conducts social development research at an international organization, where most employees are exempt from national income taxes or reimbursed for the cost. His gross and net income are one in the same; he earns roughly **$110,000** after his insurance and pension contributions.

Mr. Hu became one of New York City's 3.1 million foreign-born residents nearly three years ago, after reassignment from a post in Bangkok in the summer of 2023. But he quickly ran into a hurdle: finding an apartment with no credit history, no tax returns and no one to co-sign a lease.

"It sounds very cool that you don't pay taxes," Mr. Hu said. "It also creates a lot of problems."

He discovered that many of his co-workers landed in a handful of pricey residential developments, including Stuyvesant Town. Yet renting there felt worlds apart from Thailand's capital city, where a luxury studio in a high-rise condo with a rooftop infinity pool and premium gym might run $600 per month.

So he found a studio in Long Island City, Queens, where he has in-unit laundry and falls asleep to the sound of waves hitting the shore near Hunters Point South. His employer subsidizes $700 of his **$3,900** rent, and utilities and internet cost about **$150** monthly.

"It's much better value compared to renting in Manhattan," he said.

THE PARTICULARS

Name Weixun Hu
People in Household One
Where He Lives Long Island City, Queens
Occupation Global researcher

Saving for Tomorrow

A good deal of young adults in New York City don't know how to drive, and expect to remain renters for most of their lives. Not Mr. Hu.

He puts away **$2,000** or so a month into a high-yield savings account, aspiring to buy a car. His sights are set on a Mazda CX-5. But he expects he'll need to pay upfront in cash, another consequence of lacking a credit or tax history — and it'll take about three more years to build up enough.

Eventually, he wants to own a home. "I know most people in New York City don't care," he said. "But for me, it's very important."

Mr. Hu also supports his parents in their retirement, sending about **$3,000** every three months. As their only child, he feels both a sense of guilt for living about 8,000 miles from home, and an obligation to pay them back for their sacrifices.

"People will say, 'Oh, you're single. You don't have a wife. You don't have kids,'" he said. "'So all your money is yours.'"

"And I'm like, 'Excuse me, my parents are still alive.'"

In other ways, though, Mr. Hu fits the profile of an everyday bachelor: He rarely cooks meals at home. "My oven is basically storage space."

Rather, he searches for affordable deals on Too Good To Go, a popular app where restaurants sell excess food at a discounted price. His No. 1 spot is Chinese Musician in Greenpoint, Brooklyn, which offers a three-course meal for **$9**.

Sometimes, Mr. Hu does the **$16** tonkotsu ramen at Nishida Sho-ten on 49th Street for lunch, an **$8** lamb over rice meal for dinner from the halal truck in front of Bellevue Hospital or a hot dog for **$3.25** from Gray's Papaya. He'll swing by the Dollar General in Astoria to stock up on his favorite drink, Coca-Cola Orange Cream.

And he saves up for an upscale dining experience every couple of months. He recently feasted at the Michelin-starred chef Daniel Boulud's steakhouse, La Tête d'Or, where he spent roughly **$300** and ordered what he called the standout filet mignon.

He sends his retired parents about $3,000 every three months.

The Lions Over the Knicks

For any sports buff, it's an incredible time to live in New York City.

But for Mr. Hu, ticket prices to see the Knicks play at Madison Square Garden felt "a little bit off-putting" — and that was even before their championship run. So he started religiously following basketball at Columbia, going to games that often run **$10** to **$12** on the Morningside Heights campus.

Yankees games, where a 400-level seat might run $45, are a no; he opts to watch the Columbia Lions up close at Robertson Field in Inwood without charge.

He is willing to spend up to about **$300** on some singular sports showdowns. He can still recall how Kylian Mbappé flew down the field at MetLife Stadium during a Real Madrid match against Borussia Dortmund last summer.

Typically, though, he elects for low- or no-cost events like this spring's edition of the Madison Avenue Gallery Walk.

And he regularly joins free lectures at the Asia Society, where he has a complimentary membership through his employer, and at local universities like N.Y.U., where he's met the minds behind two of his favorite video games, The Elder Scrolls and Monument Valley.

A Sense of Wanderlust

Ever since Mr. Hu can recall, he's felt a magnetic pull to experience the world. And few things embody such a yearning as aviation.

He sometimes goes to Canarsie to watch planes land at Kennedy International Airport, studying the way pilots pull up the nose of their aircrafts and slow the descent before touching down. He's even found others who share his passion on walks in the neighborhood.

And traveling draws him even closer to his hobby. He spent **$4,400** on a trip to Guangzhou last June to fly for the first time in an Airbus A380, the only full-length double-deck aircraft in the world. Qatar Airways is one of the few airlines that still has an active fleet — so Mr. Hu arranged his trip by way of Doha.

"Some people treat it as bragging," he said. "But no, it's just to admire such an incredible machine that's very rare to be seen these days."

"It's a weird, niche hobby, but I'm happy spending my money on it."

As a young man living in his seventh country — after Belgium, China, Italy, Poland, Thailand and the United Kingdom — he appreciates that as "a foreigner in this city, you don't have to worry about whether you stand out."

He's relished exploring from Crown Heights, Brooklyn, to Jackson Heights, Queens, taking the train to a random stop and popping into bodegas to chat up the owners. He considers Staten Island — and its Chinese Scholar's Garden in Snug Harbor, where adult admission costs **$5** — to be a hidden gem.

And when he boarded the U.S.S. Bataan during a past Fleet Week, he felt obliged to tell a Marine that he was Chinese. "He said: 'Oh, no worries at all. Everybody can be an American.'"

"To be honest, I still don't think it's a value option for the money," Mr. Hu said of New York City. "But there's something so unique, and I think it's that inclusiveness."

"You don't need to go to the world," he said. "The world comes to you."

From top: Mr. Hu at home; he often eats at inexpensive restaurants, and saves up for an upscale meal every couple of months; at home he has small models of aircrafts; sometimes he watches planes take off and land at Kennedy International Airport.

Restaurant Survives a Neighborhood's Many Changes

Cafe Mogador has become intertwined with the DNA of the East Village.

By REGGIE NADELSON

When Rivka Orlin and her brother Yosi Ohayon opened Cafe Mogador at 101 St. Marks Place, in 1983, she named it for their hometown on the Atlantic coast of Morocco.

Known as Essaouira since the mid-20th century, the seaport was called Mogador by 15th-century Portuguese conquerors. The word is believed to be a variation of an older Berber name meaning "safe anchorage." By the 1960s, Mogador had become a bohemian stomping ground, and New York's East Village had a similar offbeat magnetism when Orlin first arrived there, in the early 1980s.

"I loved this neighborhood from the beginning," she said.

Of course, that quality was nothing new. The East Village has long drawn artists, musicians, writers and activists. St. Marks Place, which runs from Third Avenue to Avenue A on the west side of Tompkins Square Park, is as layered as any archaeological site.

Alexander Hamilton's widow, Betsy Schuyler Hamilton, lived at 4 St. Marks Place, in an elegant townhouse, between 1833 and 1842. Seven decades later and a block over, at No. 77, the Bolshevik leader Leon Trotsky edited a Russian-language tabloid in a basement office in the same building where, starting in the 1950s, the British American poet W.H. Auden rented an apartment for nearly 20 years. In 1966, Andy Warhol briefly turned part of the Dom, an old Polish social club at No. 27, into a disco, with the Velvet Underground acting as the house band. Then there was Club 57, across Second Avenue, which was a favorite haunt of Jean-Michel Basquiat and Madonna in the early 1980s.

Around the time Cafe Mogador opened — in a former Hare Krishna storefront set a couple of steps down from the sidewalk — most of the food you'd find in the East Village was Eastern European. Polish diners and Jewish delis were staples. Mogador was believed to be the first North African restaurant in the neighborhood, and one of just a few in the city. "I cooked from memory of what my mother did in the kitchen at home," Orlin said. "I served eggplant with labneh . . . [and] tagines, chicken with preserved lemon, shakshuka, calf liver with charmoula sauce [made from herbs, similar to chimichurri]. I had harissa that I added to a lot of dishes. These were things people didn't know yet."

More than 40 years on, Cafe Mogador still serves up many of those dishes and an easy charm to the diverse lot of diners who stream in for a late breakfast, lunch or dinner, filling the wooden banquettes and bright red chairs at the small tables or the blue stools at the sweet, small bar. The two adjoining dining rooms are painted white, and bundles of yellow and red roses are stuffed into colorful ceramic vases. A high shelf holds vividly painted tagines, the Moroccan crockery pot that lends the country's most characteristic dish its name.

On a wall in the smaller room are family photos, including one of Orlin's parents in the 1920s. Her mother, Fibi Ohayon, wears a stylish flapper dress, and her father, Jacob, plays an oud, a stringed instrument common in North Africa. He ran a spice shop in Mogador, and the couple raised 12 children. In the 1950s, much of the family immigrated to Israel.

PHOTOGRAPHS BY ERIC HELGAS

Since 1983, a culinary bridge has linked Morocco and New York.

In 1981, Orlin's husband, Avigdor Orlin, and Yosi opened the much-loved Café Orlin, now shuttered, also on St. Marks Place. Rivka and Avigdor lived first on Ninth Street and Avenue B with their two sons, then moved to First Street. Today their oldest, Rafael Ohayon, oversees the Cafe Mogador outpost in Williamsburg, Brooklyn. Danny Orlin helps run the original Mogador with his mother and his cousin Jacob Ahiyon. (The cousins are also opening a bar across St. Marks Place in the fall.) Yosi, mostly retired, still comes in once in a while to taste-test new recipes. Theirs is a welcoming, tight-knit family.

The sound system often plays R&B along with French chansons and North African tracks, and at night, the cafe is noisy with people exchanging New York's particular kind of urgent gossip. Regulars usually order one of the tagines (my favorite is lamb with stewed prunes and apricots) or a bastilla, a Moroccan pastry with phyllo dough encasing spiced shredded chicken, egg, onion and almonds. Malawach, a Yemenite flatbread with hard-boiled eggs, appears on the weekend brunch menu, and so does French toast made from baguettes, and Moroccan Benedict, which features a spicy tomato sauce. Abdul Matin has been the chef for decades.

VIA CAFE MOGADOR

Above, opening night at Cafe Mogador in 1983, with Rivka Orlin, center, a co-owner. Top, various dishes and the restaurant's main dining room at 101 St. Marks Place.

There's also the Mogador burger and fries, served with harissa-flavored ketchup, and a few Indian dishes, including yogurt-marinated chicken and naan, produced in a tandoori oven. "Indian food is a neighbor of North African and Middle Eastern dishes," said Danny, 37. "They coexist happily on the menu. I call it 'East Village Cuisine.'"

Cafe Mogador's little street-facing terrace is at its best on weekends during the warmer months, when St. Marks Place between First Avenue and Avenue A is closed to traffic for much of the day. On balmy summer evenings, you can sit there and drink mint tea or a mint julep and nibble on falafel or halloumi or Moroccan carrots, made spicy with cayenne, as the magic hour casts its glow on passers-by. "If you live in the East Village, Mogador becomes part of your life," said Fernando Casablancas, 28, an actor who's been coming to the restaurant since he was a student at nearby New York University. One of the servers, Annabel Sexton-Daldry, 23, is the daughter of a performance artist who worked at Mogador in 1983. Her mother "became friends with the family," she said. "I grew up coming here."

If today's East Village runs to fancy apartments and coffee shops, this stretch of St. Marks Place wears its gentrification lightly. The Holiday Cocktail Lounge, established in 1950, remains at No. 75. Legend has it that Keith Richards and the Ramones, and earlier, Frank Sinatra drank at the bar. Fun City Tattoos, across the street from Cafe Mogador, has been plying its inky trade since 1976. But it's Rivka's Mogador that's perhaps weathered the years best, offering anchorage on St. Marks Place, safe from the winds of this restless city.

Legionnaires' Disease Has Made a Home in the City

CONTINUED FROM PAGE 1

fecting military veterans who had gathered at Philadelphia's largest hotel to attend an American Legion convention in 1976.

"The mysterious Legionnaires' disease," as the newspapers branded it, had seemingly come out of nowhere. For months, disease detectives searched for the cause, eventually landing on a previously unknown bacteria, which a federal microbiologist named Legionella.

When Legionella was discovered, public health authorities characterized it as a picky and selective bacterium. It had initially eluded discovery because it was tough to grow using laboratory techniques under which other bacteria thrived. Though it was found naturally in water and soil, it needed certain conditions to multiply in the numbers required to spread disease. It liked warm water, above 90 degrees. And iron or corrosion.

Federal scientists half a century ago saw evidence that the bacteria thrived in old plumbing systems and in the warm, stagnant water that was a byproduct of large air-conditioning systems. In short, the bacteria liked cities.

New York today has everything Legionella needs to thrive and infect people: aging and corroded water pipes and a concentration of large apartment buildings with complicated plumbing systems and central air-conditioning systems.

During the past decade, city officials responded with stringent testing and disinfection requirements for the cooling systems of large buildings, which are often implicated as the cause of outbreaks. But there is growing concern that the approach is not working. Some experts and doctors suggest that the battle against Legionnaires' must go beyond air-conditioning systems that can spew bacteria-laden mist from rooftops and into the lungs of passers-by below. The focus, they say, should extend to plumbing systems.

While New York City has among the highest incidence of Legionnaires', the disease has been rising steadily across the United States. During the past 25 years, the rate of cases rose more than fivefold. The vast majority are not linked to major outbreaks but involve single cases or just a few at a time. These sporadic infections can occur when Legionella has colonized building plumbing systems or shower heads and other fixtures.

Legionella can thrive in biofilm — a slimy layer of microorganisms, including bacteria, that coat the insides of water pipes and plumbing fixtures. When water pressure changes rapidly, the biofilm can dislodge a torrent of Legionella, which causes a severe form of pneumonia.

Lots of things can cause such a change in water pressure, including uncapping fire hydrants during a heat wave so that children can play, said Robert W. Bowcock, a former water utility manager in California who is associated with the Alliance to Prevent Legionnaires' Disease, an advocacy group that draws support from manufacturers of cooling towers and other equipment. In large apartment buildings, changes in water-use patterns can disturb biofilm, he said.

In New York City, sporadic cases of Legionnaires' disease are linked to building water systems. Those can occur when residents inhale bacteria-rich water droplets, including while showering. From time to time, the city's health department will urge residents of a building to stop using the shower. While healthy people rarely fall ill, those who are older or have underlying health conditions are susceptible.

Still, the large-scale infection events tend to involve mist coming off rooftops.

In large buildings, central air-conditioning systems produce warm water, which is piped to boxy rooftop fixtures known as cooling towers. Fans blow across the water to cool it through evaporation. But these cooling towers, with their warm water, corroding metal and slime, can incubate bacteria. The mist generated by the towers' fans can infect people blocks away.

"If you want to feed and breed Legionella, the No. 1 food source is algae, and the second source is corrosion," said Micah Curtis, the sales director at a company that makes cooling towers.

Cooling towers have been implicated previously, including in the 2015 outbreak in the Bronx and last year's in Harlem.

New York City has almost 6,000 cooling towers, with about three-quarters of them in Manhattan. The health department has logged their locations so that they can be tested during outbreaks. The city also began requiring property owners to test them for Legionella, initially every 90 days. After last year's outbreak, that was shortened to 30 days.

MIMI D'AUTREMONT FOR THE NEW YORK TIMES

Top, the city's health department tests for the Legionella bacteria, which causes the disease that has infected dozens people in the city this summer. Christine Roussel, 87, above with her son, Marc Roussel, had concluded a book tour shortly before contracting Legionnaires'.

But Dr. Michelle Morse, who was then the acting city health commissioner, cautioned last year that even frequent testing will not stymie all outbreaks, given how fast the bacteria multiply.

Last month, Christine Roussel, 87, collapsed in her apartment on East 82nd Street. An archivist and art conservator, she had once played a role in a blockbuster exhibit at the Metropolitan Museum of Art and the restoration of the Statue of Liberty. She had just wrapped up a book tour.

Now, she could not get up from the floor. A doorman found her there the following day, July 2, and summoned an ambulance, according to her son.

That same day, a half mile away, an 88-year-old Air Force veteran and retired businessman, Robert Goldstein, developed a fever of 104 degrees. His wife insisted he go to the hospital.

Ms. Roussel and Mr. Goldstein became among the first victims of this summer's outbreak, succumbing after more than two weeks in the hospital.

"It's something you don't see, an invisible monster, a vapor that just went into his lungs and just took him away from me," Mr. Goldstein's widow, Ida Goldstein, said at a news conference.

The health department responded by testing more than 180 cooling towers from Central Park to the East River.

More than 70 tested positive upon initial screening, indicating the presence of Legionella DNA, regardless of whether the bacteria were dead or alive. The towers sat atop apartment complexes, schools and leading cultural institutions, including the Guggenheim Museum and the Metropolitan Museum of Art.

"These results are all indicative of just how common Legionella is in our built environment," Dr. Alister Martin, the city's health commissioner, said.

He ordered cooling towers that tested positive in the initial screening to be drained and disinfected, rather than wait for confirmatory testing as in past outbreaks.

The city's response appears to have been effective. Most patients were diagnosed between July 2 and July 9, and a new case has not been reported since July 17.

For the health authorities, the lesson is clear: Cooling towers are teeming with the bacteria.

They have yet to identify the outbreak's source. They will search for a match between the genetic code of Legionella taken from patients and the samples taken from cooling towers.

But this kind of rapid response will not prevent all of the 200 to 700 cases of Legionnaires' in New York City each year. When Centers for Disease Control and Prevention researchers in 2016 reviewed dozens of past outbreaks across North America, they concluded that cooling towers were responsible for about a quarter. Potable water caused more than half.

Dr. Michael Skelly, an infectious-disease doctor who treated Legionnaires' patients during the 2015 Bronx outbreak, said he believed that the greater risk was from the water that came out of taps and showers.

In recent years, it had not been unusual for the health department to identify seven or eight buildings where several residents had come down with Legionnaires', with the bacteria found in worrisome quantities in the plumbing system.

"They keep focusing on the cooling towers," Dr. Skelly said. "They keep cleaning them, and yet it keeps occurring."

A Subway Diversion That Aims to Delight Riders

CONTINUED FROM PAGE 1

Transportation Authority. Then, Mr. Mullen enlisted the help of his friends and fellow transit enthusiasts to transform it into a place where busy New Yorkers would actually want to stop.

Edward Steed, a cartoonist whose work has been featured in The New Yorker, designed a whimsical mural of trains, buses and people to wrap around the newsstand. Comedians, writers and artists are creating travel guides to the city's 472 subway stations, which will be handed out at the newsstand.

Mr. Mullen also plans to offer live entertainment, including puppet shows that will run between train arrivals and departures. He is installing a photo booth with a subway pole that commuters can grab to find out "their inner train line." The picture will show a colored circle around them, which corresponds to a particular subway line and reveals their "train aura."

Even in its unfinished state, the newsstand on the downtown platform for the B, D, F and M trains has buzzed with activity. Riders have come over to ask directions to their trains. A group of teenagers on scooters zipped behind the counter and made themselves at home, pretending to hawk Newport cigarettes.

The other day, five big round clocks were behind the counter, all displaying the same exact time. Below each clock was a yellow sticky note with the name of one of the city's five boroughs scrawled in red.

Markus Kusano, 35, a software engineer, stopped to tell Mr. Mullen how much he liked the clocks.

"I thought it was funny," Mr. Kusano said afterward. "It's kind of a New York or nowhere kind of thing — that's all the time you need."

Mr. Mullen grew up in the coastal town of Scituate, Mass., and later studied film at Occidental College in California. He arrived in New York City in 2011 and worked as a film and video editor. In his free time, he wrote and performed stand-up comedy.

But by 2019, Mr. Mullen was ready for a change. While reporting for jury duty one day, he looked around at all the different people in a Brooklyn courthouse and realized how small his own world was. "I wanted to reach out to people in some way," he said. "I realized the closest thing to jury duty was the subway."

So Mr. Mullen made the subway his stage. He created Public Transport Magazine on a home printer and distributed it with guerrilla-style drops on trains. It looked like a school project but was packed with a slew of talented comedians, writers, cartoonists and illustrators, including Jack Handey, an author and former writer for "Saturday Night Live," and David Cross, an actor and comedian.

As it gained a following, he met Erika Augustine, the executive director of the David Prize, in 2024. He applied for the prize, which awards a total of $1 million annually to five New Yorkers who are working to make the city a better place. Though Mr. Mullen did not win, he made an impression.

"His love for the transit system, I think, is so uniquely New York," Ms. Augustine said, adding that Mr. Mullen has inspired other straphangers to look past the usual gripes about train delays and rats.

Last year, Mr. Mullen reached out to Ms. Augustine with his idea for a transit-focused newsstand. She connected him with Barbara Anderson, the executive director of Art on the Ave NYC and a 2025 finalist for the David Prize.

Ms. Anderson's group has organized art exhibits in 106 vacant retail spaces around the city since 2020. Last year, the group converted a newsstand in the West 81st Street station in Manhattan into a sound booth where riders can drop by to sing, play the piano, D.J. and catch live performances.

On a Saturday in June, Mr. Mullen held up the keys to the newsstand for the first time outside the West Fourth Street station. "It feels like I'm holding the smallest trophy," he said, before heading down the stairs to see what he had gotten himself into.

A few minutes later, he unlocked the newsstand to find Us Weekly and Cosmopolitan magazines from 2016 still sitting on the shelves and an unplugged Coca-Cola refrigerator in a corner. There was graffiti on several display cases and a thick coating of grime over everything.

"I feel like there's a lot of opportunity here, a lot of dirt and no rats that I can see," he said.

Mr. Mullen returned with cleaning supplies and friends to scrub the newsstand. They found a quarter and placed it on the counter. A man ran up, grabbed the quarter and jumped onto a train. "It was a heist," Mr. Mullen said. "He hopped on a getaway train."

The former newsstand was licensed rent-free through an M.T.A. program started in 2023 to activate former retail spaces in the subway with public art exhibits. Currently, there are 17 sites, including the newsstand-turned-sound-booth and another former retail unit that became a bodega for dinosaurs at the Grand Army Plaza station in Brooklyn.

Mr. Mullen received $10,000 in initial funding from the David Prize to develop and open his newsstand. He spent $4,200 on the mural, which included getting it made on vinyl. He plans to pay $100 each to other contributing artists and writers, including those creating the station guides.

Mr. Mullen, who works as a writer for a game show app, has not paid himself. He said he saw the newsstand as a space where he could collaborate with more people. "The New York thing is being in company with people, being in community," he said. "And this is definitely an extension."

Mr. Mullen and his friends will take turns staffing the newsstand from Friday to Sunday. He hopes to raise more money to keep the newsstand running for the next year.

Lily Crandall, 28, a textile artist, volunteered to make the trading cards of subway workers and even has a personal connection — her great-grandfather was a construction worker on the Eighth Avenue line. "I love all of his ideas," she said of Mr. Mullen. "They're really fun to be a part of."

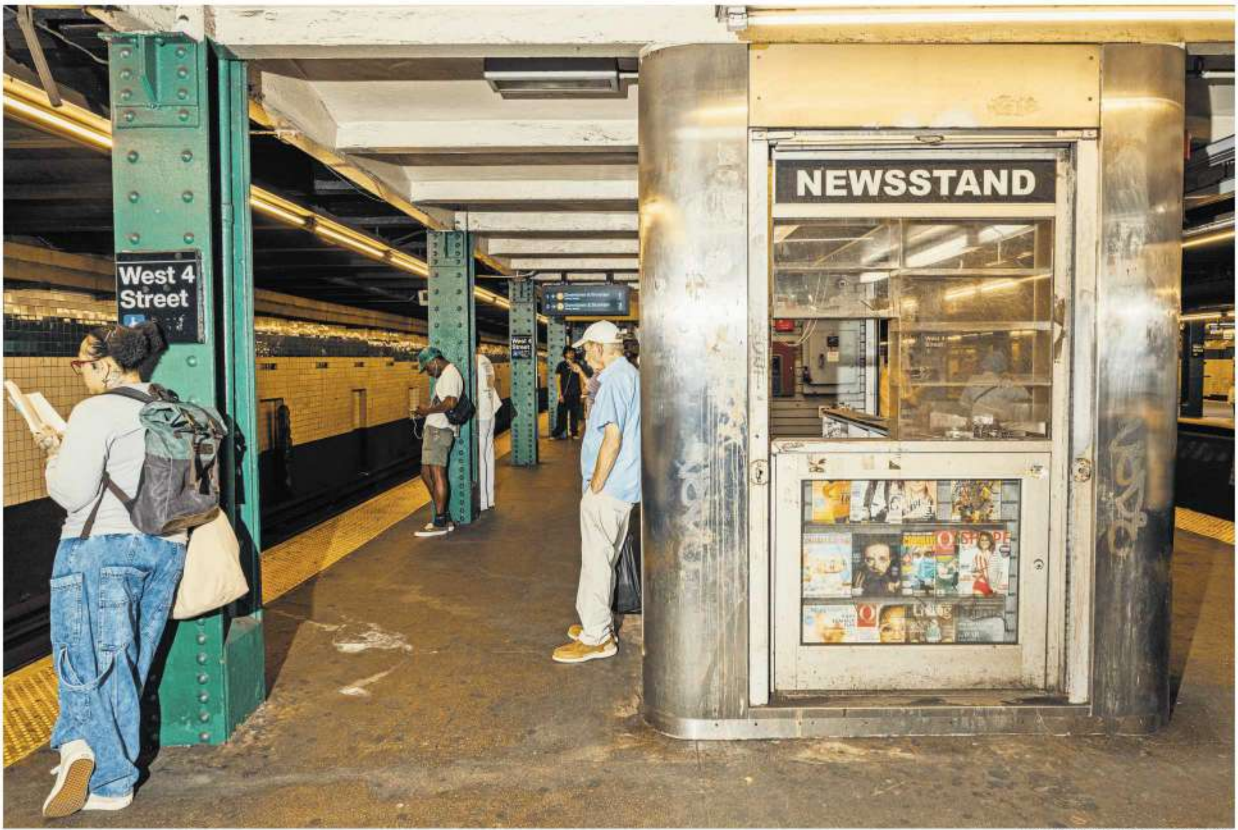
The other day, Harris Alterman, 34, and Dave Ross, 43, both comedians, were taking measurements at the newsstand. In June, they had made a video of themselves putting up fake (and temporary) tech ads in Brooklyn subway stations to spoof the real ads that they said were annoying and ugly.

After their video went viral, Mr. Ross posted on social media asking if anyone had access to a space in the subway. Mr. Mullen replied, "Weirdly I do." Now, the newsstand will host a one-day installation of their fake tech ads on Aug. 8.

"I love how much art and music is in the city — and how much isn't in the zeitgeist but the city supports it anyway," Mr. Ross said. "There's a little scene for everything if you can find it."

The comedian and writer Al Mullen, above right, found Us Weekly and Cosmopolitan magazines from 2016 still on the shelves when he first unlocked the newsstand on the downtown B, D, F, M platform of the West Fourth Street station. His project opens this weekend.

'I feel like there's a lot of opportunity here, a lot of dirt and no rats that I can see.'



PHOTOGRAPHS BY JANICE CHUNG FOR THE NEW YORK TIMES

He Sent a Dollar Bill to Mamdani. City Hall Sent It Back.

A Brooklyn artist says he had hoped the mayor would tape the bank note above his desk.

By JAMES BARRON

Steve Pikelny, an artist who lives in Crown Heights, Brooklyn, sent Mayor Zohran Mamdani a $1 bill. "A good luck dollar," Mr. Pikelny said, "sort of like what they have taped above the counter in a bodega."

It was no ordinary-looking dollar. Mr. Pikelny, who uses money as the canvas for some of his artworks, had put a Mamdani-style beard on powdery-haired George Washington. He also wrote "Good luck Mayor Mamdani" in capital letters and, using a computer-controlled drawing machine, inked a roundish design that looks vaguely like a spider web.

The mayor's office sent the decorated dollar back.

It told Mr. Pikelny that the city's conflicts of interest law "does not permit him to accept this gift." The three-sentence letter thanked him for his generosity — and his "understanding."

He said that the idea that City Hall would not take it was "sort of refreshing after someone like Adams," a reference to Mr. Mamdani's predecessor, Eric Adams, who was indicted on federal corruption charges that were later dropped at the behest of the Trump administration.

Mr. Pikelny's assessment of the current mayor? "He's doing good so far," Mr. Pikelny said, adding that Mr. Mamdani had not been his first choice in the Democratic primary last year but that he had voted for him in November. "I don't have any complaints," he said. "He's doing all the boring municipal government stuff, which, honestly, I think is the most important job of the mayor."

Mr. Pikelny wanted something for his dollar: a little time with the mayor.

"The original game plan was, I send Mamdani the dollar, he'd love it, he'd tape it above his desk just like at a bodega, then he'd want to get lunch with me and then I'd sell him about my ideas about land-value taxation in New York."

This led to an economics tutorial from Mr. Pikelny, who said he had been an economics major at Bard College, Class of 2011, and had worked as financial analyst and as a software engineer before turning to art. A land-value tax is a tax on the unimproved value of a property, so the owner of a vacant parcel would pay the same as the owner of a same-sized parcel with a supertall.

With a land-value tax, he said, "you're creating incentives to build more housing, whereas when you have a property tax, if you build a bigger building with more units, your tax bill increases."

A spokeswoman for the mayor said that returning money was the standard practice in the Mayor's Office of Correspondence. That unit has received cash five times in Mr. Mamdani's seven months in office, she said, along with five checks and a gift card (to a doughnut store). One sender mentioned a donation, but the spokeswoman said no money or check had been included.

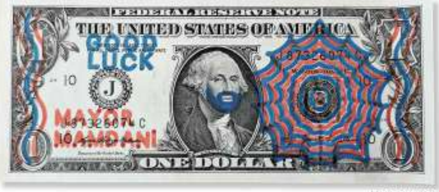
The letter that the mayor's office sent Mr. Pikelny directed him to the New York City Conflicts of Interest Board's website. Carolyn Miller, the executive director of the board, said that the conflict of interest law prohibited "a public servant from accepting compensation for performing their official duties" from any source except the city — and that accepting a $1 bill that said "Good luck Mayor Mamdani" did not pass muster.

"Under the circumstances as described," she told me by email, "the money is being given to the mayor for being mayor."

Writing and drawing on currency the way Mr. Pikelny did does not appear to be illegal under federal law, as long as the legal status of the bill was not affected. Adding two zeros after the 1 on a $1 bill would probably not be legal, even if the numerals were obviously drawn playfully and the artist did not try to pass off the result as a $100 bill.

Mr. Pikelny said that money is not his only medium. He is one of four artists commissioned for an on-site and online exhibition by the Museum of the Moving Image in Astoria, Queens, and said his part of the show did not involve marking up any $1 bills. Nor did he receive cash from the museum for his work.

"They sent a wire to my bank," he said.



VIA STEVE PIKELNY

The decorated bill that Steve Pikelny sent to Mayor Zohran Mamdani. The artist had also hoped to spend a little time in person with the mayor.

PHOTOGRAPHS BY JAMES ESTRIN/THE NEW YORK TIMES

The Work of Fostering Friendship in Lower Manhattan

Already a gathering spot, the 14th Street Y is committed to making tighter bonds.

By WINNIE HU

Thousands of New Yorkers come through the doors of this Jewish community center in the East Village of Manhattan for its gym, classes and plays, but many don't stick around.

So the center has embarked on a big effort to get them to do just that.

The Sol Goldman YM-YWHA, which is known as the 14th Street Y, has spent tens of thousands of dollars to make itself more of a social gathering place in the aftermath of the coronavirus pandemic, which curtailed activities and isolated so many.

In 2024, the 14th Street Y transformed its underused lobby into an inviting cafe and art gallery with $1 cups of coffee, comfortable seats and lush plants. Though it already offered paid classes in mahjong and painting, it recruited local community members to lead clubs that would be free and open to everyone.

Since then, the Y's Downtown Together clubs have hosted more than 420 people to connect over shared interests and passions, like cooking, knitting and movies. Some club members who have attended had not been to the community center for years, if ever.

Maribel Gomez, 66, a retired social worker who has occasionally used the gym, has now become a regular at the salsa club. "If I wasn't here, I'd be home watching Netflix the whole day so it gets me out of the house — it gets me to meet people," she said.

But this exercise in community building has also been a learning experience for the 14th Street Y. Several clubs, like the Mixtape Listening Party, never attracted much interest. A Spanish club faded away after no one stepped up to keep it going. Some clubs had to cancel meetings because of bad weather during the winter.

Other clubs brought people into the same room, but they have not fostered many close friendships outside of those meetings, at least not yet.

ON A SUNDAY AFTERNOON in April, Ms. Gomez joined 30 other people who stepped and turned as salsa music filled a dance studio at the community center.

"You got it," Leonardo Sardella, the dance instructor, called out. When the song ended, he told them to relax and socialize at the salsa club.

"Sometimes in a class, people worry they need to count or learn the steps," he said during the break. "Here it's not like that. We do whatever we can do — it's really to have fun."

Ms. Gomez, who has bad knees, could not keep up and later sat down against a wall. She was soon joined by other dancers. Ms. Gomez, a Cuban immigrant, spoke Spanish to a woman, Florina Chuy, whom she had met the month before. Ms. Chuy is also from Cuba, and they were still talking when the music stopped.

"We closed down the joint," Ms. Gomez said as they walked out together.

The 14th Street Y is part of the Educational Alliance, a nonprofit that sees community-building "in the DNA of the organization," said Rich Baum, its chief executive officer.

The alliance was founded in 1889 to create a settlement house on the Lower East Side to provide social services to impoverished Jewish immigrants. In the mid-1990s, it took over the 14th Street Y, which traced its roots to another settlement house from 1905.

Salsa, bridge, movies and more. At this Y, there's a tribe.

The alliance spent about $50,000 to remodel the 14th Street Y's lobby into a "third space" where people could gather outside of their home, work or school. "They're just coming in and out when they could stop, sit down for a minute, have a cup of coffee or hang out before they go for a swim," Mr. Baum said.

But just sharing space was not enough, Mr. Baum said, pointing out that people can sit together on a bench or shop in a grocery aisle without ever saying a word. "If you look at New York City, it is a place where people, a lot of people, live side by side," he said. "But they don't really live together."

So the next step was to give people something to connect over. Alexis Offen, the 14th Street Y's executive director, and Julie Gayer Kris, its senior director of adult and wellness programs, emailed a list of ideas for clubs to thousands of local residents, asking them to check off the ones they were interested in, or to suggest their own. One woman lobbied for a bridge club and agreed to lead it.

They whittled down the ideas and introduced a half-dozen clubs, including bridge, at an open house in October 2024.

THE 14TH STREET Y'S CLUBS have become part of the city's "social infrastructure," like libraries, parks and playgrounds that can foster connections and strengthen communities, said Eric Klinenberg, a New York University sociology professor and author of "Palaces for the People."

"When we do things we enjoy together, regularly, with the same set of people, we start to develop friendships and a feeling of belonging and a sense of trust," he said.

From top: Leonardo Sardella, emphasizing fun over learning steps in his class for the 14th Street Y's salsa club; the herbalist Journei Bimwala leading a class; salsa students taking a break.

But in a recent report, Mr. Klinenberg found that such social infrastructure around the country is often insufficient, underfunded and undervalued. "Our social infrastructure is falling apart," he said, because "a lot of communities don't have the resources it takes to do these kinds of things."

The Educational Alliance initially started the clubs on a shoestring budget, but last year, it received a $25,000 grant from the Jewish Community Relations Council of New York. In January, the initiative was expanded to a dozen clubs.

The 14th Street Y has promoted the Downtown Together clubs through its newsletters and social media as well as by reaching out directly to community leaders and groups, including in ethnic and poor neighborhoods, to spread the word.

The clubs meet at least once a month and cover a wide range of interests, including books, French language, tai chi, bridge and knitting and crochet. There is one group for movie buffs and another for actors and playwrights. In the Bridge to Community Through Discussion club, people sit around a table and talk about life.

Herminia Colon, 54, was tasting herbal teas and chatting with new people one April evening at the What's Cooking club. "Right now because of Covid, there's a lot of friction in how you approach people, whether you look at them or speak to them," she said. "It's sometimes hard to make connections."

Ms. Colon said she didn't have to worry about that at the 14th Street Y. "It feels like home," she said. "You're with family and friends."

But others said that while they enjoyed going to the clubs, they were not hanging out together afterward and it was too early to know whether the 14th Street Y would succeed in becoming a gathering place for the community.

"I would love to see it happen," said Judith Lukin, 81, after an April meeting of the Bridge to Community Through Discussion club. "I'm just not sure they're going to get there."

Still, Mr. Klinenberg said he saw the clubs as part of "a continuum of connection." "We often talk as if the only thing that matters is forming deep friendships," he said. "But I think the reality is that, in a moment like this, the simple feeling of belonging is tremendously important."

In June, all the club members were invited to a dinner in the lobby. About 60 people showed up, including Ms. Gomez, who said she was considering joining other clubs. "Downtown Together" pins, slightly smaller than a quarter, were given out to wear.

Then, they sat down together and talked over pastelónes, dumplings and pierogies. Afterward, they toasted the clubs that had brought them together with champagne and cake.

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